



## OVERSEAS NEWS

CRAZI HOPES FOR £2,000bn NEW REVENUE

### Petrol up in Italian austerity plan

BY ALAN FRIEDMAN IN ROME

THE ITALIAN Government yesterday introduced significant increases in the price of petrol and other petroleum products as part of a new package of austerity measures to raise £2,000bn (£837m) in additional revenues. The price rises, issued in the form of a Government decree and effective immediately, were decided by the Cabinet during a five-hour session which ended on Wednesday evening.

The price of a litre of premium petrol went up by £1.05 to £1.300, the second increase this year. This represents a jump of 20p in the price of a gallon of petrol, bringing the

pump price to £2.45, among the most expensive in western Europe.

The price increases are part of a series of measures, including a tightening of agricultural taxes, whereby the Government of Prime Minister Bettino Craxi is using discretionary powers to find new sources of revenue. The petrol increase alone is expected to account for three-quarters of the £2,000bn of new revenues.

The package of measures, dubbed "phase two" of the Craxi Government's austerity policy, comes less than a week after Parliament approved a

1984 budget which envisages a public sector deficit of £9,000bn (£39.7bn), up from an earlier target of £9,000bn.

The Government hopes to introduce further measures early in the New Year to reduce the size of the deficit, which is presently running at nearly 17 per cent of Italy's gross domestic product. (The comparable figure for the U.S. deficit is around five per cent of GDP).

Prime Minister Craxi, since taking office last August, has been battling to introduce new taxes and spending cuts, with only modest success. He introduced by decree an amnesty on

illegal housing construction, designed to raise £9,000bn from special fines, but this was voted down by Parliament. The measure has been re-introduced in the form of legislation, but so far has not been discussed.

Sig Giovanni Goria, the Treasury Minister, and other members of the Government have warned that unless new spending cuts are implemented, the 1984 Italian public sector deficit will rise to more than £10,000bn. The Government is hoping to introduce measures next month which would shave £10,000bn off the deficit, but its chances of succeeding are by no means assured.

### GM plans to rehire 10,000

BY WILLIAM HALL IN NEW YORK

GENERAL MOTORS, the world's biggest car maker, is planning to rehire another 10,000 workers over the next few months as it prepares for its best year ever in terms of production in 1984.

General Motor's sales of passenger cars this year are up 14.5 per cent and truck sales up 18.6 per cent. The company says by the year end its dealers will have delivered more than 4m cars and 1.25m trucks—GM's highest production since 1979.

In the current quarter, the giant car and truck company says that its sales are running more than a fifth up on the comparable quarter of 1982.

General Motor's car sales peaked in 1978 at more than 5m, but over the next four years fell steadily. Car sales have recovered strongly in 1983 on the back of the U.S. economic recovery and the group is now forecasting an improvement of 16 per cent in industry sales in 1984. Mr Robert Lund,

vice president in charge of General Motors' marketing, says his company expects its sales to grow faster than the industry average in 1984.

Since the industry began to recover, General Motors has recalled nearly a quarter of its U.S. workforce. By the spring it expects to have rehired 90,000 workers who had been laid off at the depth of the recession. The group employs around 350,000.

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### Thayer faces fresh inquiry

BY STEWART FLEMING IN WASHINGTON

THE U.S. Justice Department has launched an investigation into allegations that Mr Paul Thayer, the Deputy Defence Secretary, passed inside information to acquaintances when he was chairman of LTV Corporation, a large diversified steel and aerospace concern, in 1982, officials confirmed yesterday.

The move follows a lengthy civil investigation of Mr Thayer by the Securities and Exchange Commission (SEC) which is expected to result in SEC accusations that the second-ranking official in the Defense Department illegally passed on

price-sensitive information to friends.

The SEC investigation of Mr Thayer first surfaced in October. Then, Mr Thayer, who is not suspected of having himself been doing any of the trading, issued a statement saying that when the investigation was concluded, he was confident he had not done anything to violate the securities laws.

The broadening of the investigation to include the Justice Department is unusual, for normally the SEC settles cases involving insider trading allegations itself, often after reaching agreements with the

targets of inquiries who settle with the agency without either admitting or denying guilt.

It was unclear yesterday why the SEC had brought the Justice Department into the case, which could evolve into a serious political embarrassment for the Reagan Administration and weaken Mr Thayer's position in the Defence Department.

Before joining the Administration earlier this year, Mr Thayer, as well as being chairman of LTV, was a board member at Allied Corporation, an oil, gas and chemicals concern, and at Anheuser-Busch, the largest U.S. brewery concern.

### Rig activity up in U.S. and N. Sea

By Ian Hargreaves

OIL EXPLORATION and development has ended 1983 on a strongly rising trend in the U.S. and in the North Sea, but overall rig activity outside North America is still well below the levels of a year ago.

According to the latest figures from Hughes Tool, which logs drilling throughout the world, 1,199 rotary drilling rigs were in operation outside North America at the beginning of December, compared with 1,176 at the same point of 1982.

The sharpest drop was in Africa, where the number of active rigs fell from 209 to 120. In Algeria alone, the number was down from 90 to 35.

In spite of a sharp upturn in recent months in the North Sea, the European total at 169 is still behind the year ago figure of 219. In the Far East, the count was 262 against 266, in the Middle East 193 (236) and in Latin America 425 (515).

The North American figures, which are more up-to-date than those for other parts of the world, show an average rig count for December of 2,780, compared with 2,572 in November and a low for the year of 1,846 in April.

The U.S. average count for the year was 2,232, compared with 3,105 in 1982, a drop of 28 per cent. At the peak of activity in late 1982, over 4,000 rigs were drilling in the U.S.

### Spanish police deny lead on anti-terror groups

BY DAVID WHITE IN MADRID

SPANISH POLICE authorities have denied having any information about the so-called Anti-Terrorist Liberation Groups (GAL), which have claimed responsibility for two recent shootings in the French Basque country. The victims were both alleged members of the Basque guerrilla organisation ETA-Militar.

The latest incident—in which Sr Miguel Antonio Goikoetxea, known as Txapea, was shot while walking to his home in the French resort of St Jean de Luz on Wednesday—was claimed on behalf in a telephone call in French to a Spanish news agency.

Sr Goikoetxea was wanted for more than 20 terrorist attacks in Spain. Madrid tried unsuccessfully to have him extradited four years ago.

The hitherto-unheard-of organisation also recently kidnapped a Spanish resident in France but released him after ten days. It has threatened tit-for-tat reprisals in response to ETA violence in the Spanish Basque country, which has once again been on the rise.

The GAL are generally believed to be former policemen with possible links with extreme rightist groups in France.

Among French Basques, the GAL are regarded as the latest manifestation of a "parallel" police force held responsible for a series of reprisals since 1975.

Sr Santiago Carrillo, the former Spanish Communist leader who failed earlier this month to unseat his successor Sr Gerardo Iglesias, has suffered a further setback in elections among the central committee for the party's executive, writes David White.

His hard line faction has been excluded entirely from the party's governing secretariat and has had its representation on the 29-man executive committee cut from eight to five, including Sr Carrillo himself.

Sr Rafael del Rio, director-general of Spanish Police, said the latest shooting victim was "one more criminal among the many that are running loose in France" and that "these affairs come within the competence of the French police."

The terrorist issue was one of the motives of a lightning visit to Paris last week by Sr Felipe Gonzalez, the Spanish Prime Minister.

In a pre-Christmas press conference, Sr Gonzalez threw the accusations about "dirty war" back at ETA, denied that ETA members in France could be considered political refugees, and said that no security forces could have shown more self-control than the Spanish, in the face of a series of more than 500 terrorist murders.

POLAND'S COAL production rose slightly in 1983 to 191m tonnes from last year's 189.3m tonnes, but costs in the mining industry rose by more than 20 per cent, according to Mr Stanislaw Nieckzar, the Finance Minister.

Losses will continue into the new year as a 15 per cent price increase has been postponed in a bid to lower the rate of inflation.

The postponement will mean that next year's sharp rise in government subsidies to the coal industry budgeted at Zl. 17.1bn (£1.2bn) could rise further.

Coal exports both to Comecon and hard currency markets this year have reached 35m tonnes, compared to 28.3m tonnes in 1982. Hard currency sales reached 15.7m tonnes in the first 10 months while Comecon deliveries stood at 12.7m tonnes.

Spectres that haunt the party, Page 8

Poland's coal output rises

By Christopher Bobinski in Warsaw

### Zaire's sick economy braces itself for more IMF medicine

BY NICK KOTCH, REUTER CORRESPONDENT, RECENTLY IN KINSHASA

ZAIRE'S creditor nations, mindful of strategic and commercial interests, have stepped in again to shore up the shaky economy of this mineral-rich country.

Zaire's economic difficulties have steadily worsened under the 18-year rule of President Mobutu Sese Seko, partly due to corruption and mismanagement, and its major creditors have again rescheduled parts of its debts, for the fifth time since 1975.

A determination to keep control of Zaire's mineral reserves and fears of political instability probably influenced the decision to give the country relief from its burden of official debt, estimated at \$55bn, diplomatic and Zairian sources in Kinshasa believe.

These sources said that Zaire had managed to honour only about a quarter of its scheduled 1983 payments of \$800m. The creditors agreed in Paris recently to reschedule 85 per cent of an estimated \$1bn to \$1.5bn of official debt falling

• President Mobutu (left): double risk gamble

due this year and next.

The decision of the so-called Paris Club of creditor nations gives Zaire more time to pay back the loans clear the way for an International Monetary Fund (IMF) recovery package, which will provide more than \$350m of IMF credit.

The Zairian Government badly needed this vote of confidence—as well as the cash. In September it embarked on a risky and unpopular series of deflationary economic measures designed with the help of an IMF team working in Kinshasa, to cut public spending, liberalise trade and restore credibility to the national currency (the Zaire).

President Mobutu devalued the Zaire from 6 to 30 against the dollar, its blackmarket rate, but the measure instantly sent prices soaring even against the background of an annual inflation rate averaging more than 50 per cent in recent years. The price of petrol, other fuels and basic foods has risen between 200 and 300 per cent in the past three months, while wages have crept

up by only 20 per cent.

A sack of cassava, the staple diet for many Zairians, has more than doubled in price to 900 Zaires (\$30), putting it beyond the reach of most pockets, as wages for the low-paid are less than 1,000 Zaires (\$33) a month.

"We have to save for three months to buy a sack lasting 10 days," said a taxi-driver. "There are many families who live on slices of bread and tea for days at a stretch."

A brief flurry of strikes greeted the September measures, but they were muffled without any publicity after a mixture of government mediation and strong-arm tactics, Zairian sources said.

Although the level of popular protest has been low, the Government could face further challenges if it sticks to its commitment not to raise wages, diplomatic sources said.

"With the standard of living already so low, how much belt-tightening can a country like Zaire take?" asks one banker. He described the President's

gamble as doubly risky because it imposed the squeeze measures without a formal guarantee from the IMF that its support would follow automatically.

The history of failed attempts to bring Zaire's economy into line has explained the IMF's initial wariness of grant further credit. Successive devaluations, reschedulings and bilateral aid projects have not succeeded in correcting the fundamental imbalance of the Zairian economy, which relies for nearly 70 per cent of its foreign earnings on copper and cobalt at a time of falling mineral prices.

There has been little or no success in boosting food and cash crops, or in modernising inefficient local industry. All sectors are hampered by a decrepit road and rail network which makes many parts of the country only accessible by aircraft. In 1981, a combination of these factors led the IMF to abandon a three-year, \$1.2bn recovery programme.

Moreover, no coherent central economic planning can work

unless the Government acts to reduce corruption, western diplomatic sources said, estimating that between 35 and 50 per cent of all commercial transactions took place illegally outside official banking channels.

Herb Erwin Blumenthal, the West German former director of the Zaire's central bank, put the problem in a nutshell in a damning report to the IMF in 1982: "There was, and there still is, a sole major obstacle which destroys all prospects—the corruption of the team in power."

However, at least one high-level civil servant is sceptical that President Mobutu could suddenly attack corruption. "The whole system is built on the basis that the top people help themselves and some of it filters down to the bottom. Anything could happen if that system changed," he said.

Nevertheless, a wide range of sources agree that the West will continue to provide at least a minimum of support to the Government, and not just in the hope of one day having their debts repaid.

On the other hand, others officials predicted that the Zaire would soon depreciate again once the liquidity shortage caused by the devaluation had eased.

They also believe that the decision to keep the Zaire pegged to a "realistic" level against the dollar through regular fixings is a success, pointing out the rampant black market has disappeared.

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### Shultz may meet Gromyko at Stockholm

MOSCOW — The Warsaw Pact members, including the Soviet Union, are believed to have decided to send their Foreign Ministers to the East-West disarmament conference in Stockholm next month, a senior U.S. official said yesterday.

"I think Gromyko will meet Shultz," the official said, referring to the Soviet Foreign Minister and the U.S. Secretary of State. "But nothing's been set up yet."

The Nato Foreign Ministers recently decided to attend the 35-nation conference, to be held from January 16 to 18 as a follow-up to the Madrid Conference on Security and Co-operation in Europe which ended this summer.

Mr Shultz and Mr Gromyko last met on September 8 in Madrid at the signing session of that conference. But the meeting was tense, coming a week after the Soviet downing of a Korean Air Lines jetliner with 268 people aboard, and no U.S.-Soviet issues were discussed other than Soviet accusations that the aircraft was spying for the U.S.

Mr Shultz and Mr Gromyko flew over the capital and nearby hills, and Israeli aircraft carried out a series of mock dive bombing attacks over southern and eastern areas of the country, news agencies reported from Beirut. The Israeli swoops drew barrages from Syrian aircraft batteries.

At the same time, the administration has been underlining its determination not to be deflected from its current policy in Lebanon. Senior

### Reagan likely to face pressure to pull out marines from Beirut

BY STEWART FLEMING IN WASHINGTON

THE REAGAN administration is expected to come under intensified political pressure to pull the U.S. marines out of Lebanon because it is convinced the agency has developed a consistent hostility toward the basic institutions of a free society," the State Department announced yesterday.

Mr Alan Romberg, the department's deputy spokesman, said the U.S. has concluded that Unesco "has exercised virtually every subject that it deals with."

The organization, Mr Romberg said, "has exhibited hostility toward the basic institutions of a free society, especially a free market and a free Press." He added that the United States believed Unesco had demonstrated unrestrained budgetary expansion.

"We have concluded that continued U.S. participation in Unesco does not serve the interests of the United States," Mr Romberg said.

He stressed that the United States would continue to promote international cooperation in education, science, culture and communications.

UN Secretary

## OVERSEAS NEWS

## Congress-I aims to secure succession for Mrs Gandhi's son

By K. K. SHARMA IN CALCUTTA

**SPLASHED** all over Calcutta's crowded streets and murky walls are large posters with portraits of Prime Minister Indira Gandhi and her son Rajiv. These symbolise the motivating force of the Indian National Congress-I Party, now holding its first delegates' session in eight years.

Ever since its formation in 1978 when it split from the traditional party that won independence for the country, Congress-I's ("I" stands for India) aim has been to protect Mrs Gandhi's leadership and image.

### In tandem

Recently, since Rajiv became party general secretary last March, his mother and he have been moving in tandem. Rajiv has received the same adulation as Mrs Gandhi from the 10,000 delegates thronging Calcutta's indoor stadium where the Congress-I session is being held.

Posters proclaim Rajiv "A Promise for India" and "Tomorrow's Hope." For some, one who entered politics just three years ago, he has come a long way. In many ways, the present session is meant to establish him formally as Mrs Gandhi's heir-apparent.

A move is already being widely discussed to instal Rajiv as Congress-I president. There is no indication yet that Mrs Gandhi, who is present, holds the top party post herself, will allow this to happen, although delegates say it has her blessing. But there is little doubt that there is a concerted bid to boost Rajiv.

Judging from the speeches and the near-worship offered by the delegates to Mrs Gandhi and Rajiv, the object of making Congress-I a party wedded to staying in power and perpetuating the Nehru dynasty is an overriding one. Without exception, the delegates and leadership know they owe their

## Floods and sabotage cut Malawi rail links

By BERNARD SIMON IN JOHANNESBURG AND MICHAEL HOLMAN IN LONDON

**MALAWI'S** rail links with the Mozambique ports of Nacala and Beira have been virtually closed by flooding and sabotage, forcing the country to use lengthier and expensive overland routes for the bulk of its imports, according to freight agents in South Africa, its main trading partner.

Landlocked Malawi has become one of the region's casualties in what African front-line states term South Africa's "destabilisation" campaign against its black-ruled neighbour.

Guerrillas of the Mozambique National Resistance (MNR), which western diplomats in Maputo maintain is supplied

by South Africa, have conducted a six-year campaign of economic sabotage. Among their main targets are the rail links between Mozambique and its neighbours, and the oil pipeline from the port of Beira to Zimbabwe. The MNR also conducts hit and run attacks on road traffic and Government troops.

Despite a series of military offensives, the MNR now operates in nine of Mozambique's 10 provinces. In the latest claims from the two sides, an MNR spokesman this week said the 138 Government troops had been killed and several towns seized in their current offensive.

stock and other equipment such as fork lift trucks. Malawi's two main exports, tea and tobacco, are given priority at Nacala, stretching its limited facilities, and forcing suppliers to route between 80 and 90 per cent of Malawi's imports by road.

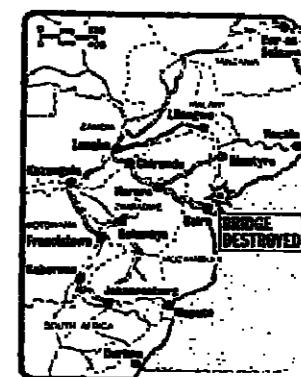
Of the three road links to the south, one is currently unsafe—the route from Blantyre to the northern Mozambican port of Nacala, is closed for 12 hours a day for repairs following recent heavy rains which washed away sections of the line.

In addition, both ports are short of locomotives, rolling

stocks and other equipment such as fork lift trucks. Malawi's two main exports, tea and tobacco, are given priority at Nacala, stretching its limited facilities, and forcing suppliers to route between 80 and 90 per cent of Malawi's imports by road.

South Africa provides a third of Malawi's imports, but even European suppliers are now choosing to route their goods through the republic's port of Durban rather than risk Beira or Nacala.

Despite the problems, transit time from Johannesburg to Blantyre is only a week to 10 days, but Malawi is investigating the feasibility of greater use of the Tanzania-Zambia railway, which serves the Tanzanian port of Dar es Salaam.



● Government troops last Friday destroyed an MNR base 275 miles north of the capital, Maputo, the official Mozambique news agency AIM, reported yesterday.

## Indonesian police deny killings

By Kieran Cooke in Jakarta

**THE HEAD** of Indonesia's police, Gen Anton Sudjarmo, has denied that his men have been involved in a series of killings which have been going on in Indonesia for the past nine months.

The killings were the work of criminal gangs and the police had now stepped in and put a stop to them, he declared.

The general went on to say that he could not believe reports that up to 4,000 people had been killed, as according to police statistics, far fewer murders had been reported this year throughout Indonesia.

There have been many reports on the island of Java and in Jakarta of bodies being found dumped by the roadside, or floating in rivers. Most had been found shot in the back with their hands tied. Nearly all have been described as known or suspected criminals.

Several organisations, including a group of legal aid workers who have often protested about what they see as human rights abuses in the army, have accused the army and police of being responsible for the killings.

Their fury of activity has, observers believe, much to do with the de facto influence that the party's various organs that Rajiv has come to wield.

They have also claimed that in the past few weeks, the rate of such killings has intensified.

## Chris Sherwell profiles an oil-rich Sultanate on the eve of full independence

## Brunei looks forward to a long golden era

THE PEOPLE

of Brunei, the tiny Moslem Sultanate which assumes full independence from Britain at midnight tomorrow, are the first to acknowledge that their country is not what it was.

Invaders and colonial expansion ended their rule of the huge island of Borneo, from which the country derives its name,

and crowded them into a sandy corner which has itself been divided awkwardly into two.

But Bruneians are far from unhappy. They believe Allah has left them the best part, and it is a judgment fully supported by the country's fabulous oil wealth. From Sunday, Brunei's 200,000 people will take their place near the top of the world wealth table with a per capita GDP of at least \$22,000 a year and probably more.

For visitors to the capital, Bandar Seri Begawan, the results are easily visible. They include a smart airport boasting one of the longest runways in Asia, a vast floodlit sports stadium built for the 1985 South East Asian Games, a sparkling new hospital with the most up-to-date facilities and equipment and, controversially, the stunning riverside palace for the Sultan, Sir Muda Hassanal Bolkiah, which has been described as a modern Versailles and cost hundreds of millions of dollars.

The Sultan, who is 37 and has a passion for polo, has also been criticised abroad for his conspicuous consumption and autocratic rule, but his subjects enjoy a life-style that would be consistently denied.

The acceptance of Brunei as the sixth member of the Association of South-East Asian Nations is reckoned to be the new state's best guarantee of stability.

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## UK NEWS

# Alabama group plans to open Scottish plant

By MARK MEREDITH, SCOTTISH CORRESPONDENT

THE UK subsidiary of SCI Systems of Alabama yesterday unveiled plans to open a plant in Irvine, Scotland, to manufacture electronic equipment.

Initially, 250 jobs will be created when the factory is opened in the West coast Scottish new town next year, but a further 300 jobs could follow in three years. As many as 2,000 jobs in the long run was not beyond the realm of possibility, Mr Olin King, chairman and chief executive of SCI, said yesterday.

SCI, which was founded in the U.S. in 1961, has recently expanded out of the military and aerospace electronics field into the volume market making computer products.

The new plant in Scotland will produce these components as well as offering assembly facilities for overseas companies wanting to pro-

duce within the EEC area. Mr King said.

The new company will provide much needed employment in the Irvine area when unemployment is 23.4 per cent.

The development is also another addition to the growing number of companies serving the increasingly important electronics industry in Scotland.

The sector currently employs between 36,000 and 40,000 more than 200 companies. Non-Schott companies account for 40 per cent of the plants and 90 per cent of the employment.

The initial investment by SCI is worth \$3m but follows up investment would bring the total to \$15m to \$12m.

The company has received the regional development grants and se-

lective financial assistance from the Scottish Office.

The company will move into a 70,000 sq ft factory already built in Irvine. Mr King said he expected that senior management at the plant would come from Scotland, although expatriates would probably be brought in to provide technical guidance.

In another development East Kilbride Development Corporation, south of Glasgow, announced that two U.S. high-technology companies will set up operations in the new town in the coming year.

A survey published yesterday by Manpower, the employment agency, reported that job prospects in Scotland in the first three months of 1984 will be more favourable than any first quarter for the past four years.

## Logica buys U.S. designer of computer-linking software

By RAYMOND SNODDY

LOGICA, the UK's largest independent computer software company, is to spend more than £1m on the acquisition of a small California company less than two years old.

The company, Intelligent Technologies International Corporation (ITIC) of Palo Alto, specialises in the design of software which allows different microcomputers to communicate with mainframe machines.

It has just begun to ship its first product - a software device on a plug-in card for the IBM personal

computer, which provides communication with mainframe computers made by IBM, Digital and other manufacturers.

ITIC is Logica's first major U.S. acquisition. Logica's office automation subsidiary, said yesterday that the company had been looking for products rather than companies to acquire in California. "Those guys have got a product we have found no equal for," Mr Cohen said.

ITIC is a typical Silicon Valley start-up company. It was founded by Victor Amexuc and Dan Gregerson after leaving major corporations, Hewlett Packard and Zilog.

The company, which employs 20 people, was incorporated only in January 1983.

Mr Pat Cohen, chairman of Logica VTS, Logica's office automation subsidiary, said yesterday that the company had been looking for products rather than companies to acquire in California. "Those guys have got a product we have found no equal for," Mr Cohen said.

ITIC is expected to move into profit in the next few months and make an important addition to Logica's profit stream in future years.

## Rise in UK air traffic

By Michael Donne

THE RECOVERY in traffic handled at the UK's major airports continued during November, strengthening the belief that the recession in air travel is now passing.

The British Airports Authority (BAA), which owns seven of the major airports in the UK, including London Heathrow and London Gatwick, reported that in November it handled just under 3m passengers, a rise of 7.4 per cent over the corresponding month in 1982.

For the 12 months ended in November, the total number of passengers handled amounted to just over 45m, a rise of 4.1 per cent.

## UK strike figures fall

By BRIAN GROOM, LABOUR STAFF

BRITAIN LOST fewer than 4m working days because of strikes in 1983, according to official estimates. Apart from 1976, when 3.26m days were lost, this is the lowest figure since 1967.

However, the figures are published at the end of a year which has brought growing criticism of the Department of Employment's strike figures as a reliable indicator.

Provisional estimates released by the department show that 242,000 days were lost in November, compared with a monthly average of 318,000 over the previous 10 months.

This brings the cumulative total from the start of the year to the end of November to 3.4m. In 1982, the comparable figure was 5.2m, and the average for the equivalent period over the Balfour-built Doreen sports car.

The documents are alleged by attorneys acting for creditors of De Lorean Motor Company to have been found at Mr De Lorean's New Jersey estate by accident, while a court-appointed assessor was appraising the estate's contents in advance of the bankruptcy hearing.

Apart from the 1976 figure, which occurred in the calm, early part of the last Labour government's pay policy, this is the lowest since 1967, when 2.79m days were lost.

## Jersey confident as tax loophole closes

DAVID LASCELLES finds a buoyant financial sector in the Channel Islands as London's move against roll-up funds takes effect

For one thing, many of the investors in roll-ups are foreigners unaffected by UK tax law. For another, many Britons are expected to leave money in the funds because they still have some appeal, or just through inertia. This is especially true of Jersey, which has the bulk of the funds (though the biggest, Rothschild's, is in Guernsey) and has focused strongly on the finance business.

Mr Colin Powell, Jersey's economic adviser, reported to The States (as the government is called) recently. "Past experience would suggest that UK fiscal measures which have the effect of leaving those investing through Jersey at no disadvantage even though the obvious attractions disappear, limit further growth but do not result in any significant withdrawal of funds by those affected."

Such is Jersey's appeal that many investors who are pulling out of the funds are keeping their money there anyway. Mr Terry Lavery, manager of the local branch of Bar-

clays, reports an inflow of £40m in the last few days from fund liquidations.

Mr Lawson's statement also cleared up a lingering uncertainty: he confirmed that funds established on the island are outside the jurisdiction of the UK tax authorities. According to Mr Powell, this could prompt Jersey to follow Guernsey into granting tax-exempt status for public investment funds managed and controlled there.

By taking a highly cautious line and keeping entry under tight control, Jersey seems to be benefiting from the tribulations of other offshore centres. Deposits in its banks soared by 25 per cent in the year ending last June, reaching £16m. Of that £12m was in foreign currencies, the biggest growth area.

The island now has 45 banking and investment institutions, almost all of them top flight names, including British clearing and merchant banks, and leading continental and US banks, like BNP, Chase Man-

hattan and Citibank. Jersey does not have the resources to vet applicants for entry itself, so it relies on a clean bill of health from the Bank of England.

All told, the 45 made a profit of £47.5m in 1982, up 25 per cent on 1981. They paid tax to Jersey of £10m, which was 14 per cent of the total income tax yield.

Mr Powell says preference is given to banks which bring Jersey new types of business, or encompass new geographical areas like the Far East and the Pacific basin.

Financial services are still number two to tourism in the island. But unlike tourism, they are not seasonal, and they are growing. Most crucial, their tax yield is rising at a time when Jersey's overall tax revenue is levelling off, casting some doubt on its ability to hold on to that level at its low 20 per cent level.

Jersey always runs a balanced budget. But Mr Powell is urging the States to make income forecasts "realistically and conservatively" and to keep spending "on a tight rein." A good part of revenue comes from tax on wealthy residents' investment income, which is hard to predict.

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## THE ARTS



Woody Allen in Zelig, and Theresa Russell and Rutger Hauer in Eureka

## Cinema in 1983/Nigel Andrews

## The idols come crashing down

The breathless moment has come. With cries of "Eureka!" as the aureate or ardent envelopes are torn open, we identify the men, women and films who have stormed the gates of excellence in 1983: although such has been the state of things this year—especially in an American cinema ravaged by nostalgia and Zeligitis (the tendency of new films to seek safety in slavish imitations of earlier films)—that it's a daunting selection. Any individual choice is likely to lead to quiet tut-tutting or open quarrelling in the streets.

This time last year we were all bowing down before that saucer-eyed Messiah, ET. He responded to our enthusiasm like a true showman (Leave them wanting more) by getting into a spaceship at year's end and disappearing aloft. With him went most of our hopes for a new breed of box-office savours; for it's been a year devoid of miracles. Not least in Hollywood, where people have woken up every day to the sound of clay-footed idols crumbling into the Pacific. Steven Spielberg directed one episode (the worst), in *The Twilight Zone*. Star Wars maestro George Lucas completed the saga's third and feebliest part *Return of the Jedi* (though it climbed incomparably to the top of the charts). And no sooner did emergent whiz-person John Badham soar to praise and profit with *War Games* than he hit a cross-wind with *Blue Thunder*, and tail-spun straight back to the ground.

The only true miracle of 1983 is that we haven't yet had an ET 2. (Film titles are beginning to sound like obscure chemical formulae.) Not that another glimpse of the wonky-eyed alien would be unwelcome; but who would wish him to join the currently desperate monstrosity of sequels? *Superman 3* may return of the set a close second in the year's worst blockbuster treacle. *Friday the 13th* and *Jaws* entered their tertiary phase with the unhelpful embellishment of SD. ("The third dimension is terror!") shrieked the posters, with all the subtlety of an insurance salesman at a party. *Saturday Night Fever* began the dreadful *Stayin' Alive*. And Sir Alfred Hitchcock's remains must have spun into automatic spin at the appearance of *Psycho*.

However, Sir Alfred was also a beneficiary of the year's one major upbeat trend. American cinema, no doubt propelled by present artistic poverty into wondering how much its old masters would fetch at the critics' market, began dusting off the said masters. A whole army of ancient or not-so-ancient art-worls prompted much forth. We were given 20th Century Fox's "restored" *The Lopod*, United Artists' "complete" *Heaven's Gate*, Warner Brothers' "reconstructed" *A Star Is Born* and from Paramount no fewer than five "lost" Hitchcocks.

If it takes a crop of modern-day clinkers to coax the moguls into unbosoming the best of their old films, and burnishing them up anew then half to the clinkers. It proves the Andrews Theory that bad art

**'It proves the Andrews Theory that bad art can be as salutary as good art in the right circumstances.'**

can be as salutary as good art in the right circumstances, and should be allowed to flourish in a free market.

However, let us not make the error of rescuing notable old films from purdah while putting notable new ones straight into purdah in their place. Nicolas Roeg's MGM-financed *Eureka* the best film by a British director this year, is the latest and most shocking casualty: withdrawn from public view so that it can function as an exhibit in the ongoing legal imbroglio concerning ex-studio chief David Begelman. Since when have works of art had to become a shuttlecock in the courts of justice? And if they are so employed, why must they disappear from the public domain with no apparent prospect of a recall?

Nothing could be more depressing than a film industry divided into two irreconcilable but hypocritically coeval estates: one harvesting applause by acts of old-product resurrection, the

(*talgia*), Wenders (*The State of Things*), Bergman (*Fanny and Alexander*) and Fassbinder (*Querelle, Veronika Voss*).

Two things are possible.

Either new film-makers are finding entry into a contracting film industry as difficult as the camel's eye. Or, the imperfect vision of film critics' is not spotting the new white (black) hopes.

As cinema and video elide and collide, furthermore, few producers or directors seem to have an appetite for confronting the two extremes of future art.

One rare exception is Francis Ford Coppola, who confronts it every year with new, some would say kamikaze, courage: tending to sell his studio, mortgage his house and all pawn his wife and children in a brave attempt to harmonise—and even cross-breed—the warring worlds. Not only does Coppola use video as a major technical aid in filming; solving problems of colour or lighting or special effects that

would otherwise be arduous or insuperable. But both *One From the Heart* and *The Outriders* try to paint their stories in colours so bold and design in primary and surreal that they could survive almost any TV or video miniaturisation. Unfortunately what they won't survive is in their own threadbare screenplays, and Coppola's worst enemy is still his own choice of material.

It's no wonder, with such frantic head-scratching over

the future of the form, that cinema today finds itself in the most self-scrutinising era in its history. A large proportion of the year's best movies were "about" cinema: whether it

was Wenders's *The State of Things*, with its bankrupt film crew high and dry in the Estoril, or Antonioni's *Identification of a Woman*, Wajda (*Donation*), Truffaut (*Finally Sunday*), Bresson (*L'Argent*), Tarkovsky (*Nostalgia*),

and others killing off new products by stupidity or malice. The original version of *Heaven's Gate*, thank Heaven, at last got free of the cutters and would-be killers in 1983. May *Eureka* emerge likewise in 1984.

European cinema is not suffering from America's schizoid attitude to movie survival. But it is suffering like America from a dearth of new talent. The Cannes and Venice film festivals this year were like march-pasts of the veterans: Fellini, Godard, Ozu, Chris Marker, Wajda, Imamura, all soldiered across the skyline, weighed down with past ribbons and medals, to win yet more prizes and plaudits. And in Britain all the outstanding foreign films have come from well-known names: Antonioni (*Identification of a Woman*), Wajda (*Donation*), Truffaut (*Finally Sunday*), Bresson (*L'Argent*), Tarkovsky (*Nostalgia*),

and others killing off new products by stupidity or malice. The original version of *Heaven's Gate*, thank Heaven, at last got free of the cutters and would-be killers in 1983. May *Eureka* emerge likewise in 1984.

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## New York Opera/Andrew Porter

The Met's new *Ernani*

The Met has two new productions in its proud centenary season—*Ernani* and *Francesca da Rimini*—along with a *Rinaldo* (already seen in Ottawa) which comes as a gift from Canada. *Ernani* is the first to arrive.

The Met first did the opera in 1903, with Sembrich and Scotti. In the twenties there were performances with Puccini, Martinelli, Ruffo, De Luca, Rudolf Bing brought in a new production in 1926 with Milanov (later Leontyne Price, Arroyo), De Monaco (Corelli, Bergonzi, Domingo), and Warren (MacNeil, Milnes). In fact in New York *Ernani*, like *Boccanegra*, has been more of a repertory piece than elsewhere. It is an exciting opera when it is performed with spirit, with vocal bravura wedded to dramatic conviction. But the Met's new *Ernani* is a dismal affair.

The designer and producer is Pier Luigi Sammaritani. To start with he has dulled any drama-

tic impact by placing everything, quite needlessly, behind an obtrusive front gauze. Pulling out the gauze wouldn't save things. The sets are towering, mannered, vulgar, suggesting shopwindow displays inflated, and conceived without regard for the striking dramatic elements of the opera or the dynamics of its action. Verdi "saw" *Ernani* before he began to compose it; his letters are proof of that. The sudden confrontations of Hugo's drama suggested the musical forms. Joseph Kerman footnoted his structural analysis (in *Soundings*) of Charles's monologue, "De' ver'dam'i miei," with an injunction to designers to find a more apt analogue for the powerful coda as Charles makes his exit into Charles's tomb. This Charles slunk into a little broom cupboard in the base of an equestrian statue and skulked there until the time came for his noble, grandly magnanimous re-appearance ("Perdoni a tutti"), which was similarly dimished.

The production was inept. In the trio that constitutes most of the last act, the three singers stood in a line, as if before microphones in a record-

ing studio, and no spark of tension passed between them. It wouldn't have happened in Milanov's day. Have modern singers become so cowed by so reliant upon, dictatorial producers that without one they're lost, characteristics, merit? *Ernani* has glorified through the score with colour, instant energy. The bass cabalista, *Infin che un brando vinice*, which may be by Donizetti (who supervised the Vienna production at which it was probably first sung, and had been given carte blanche by Verdi to tailor the score to the cast) was included. And so, in place of the duet that should close Act 2, was the insert tenor aria "Odi mia voce" which Verdi composed at Rome, in 1852, for Ivanov. It's quite a good piece. Julian Budden remarks its inclusion means that "dramatic values are quite overthrown" and "there is no attempt to sustain the momentum of the scene," but that hardly mattered in a production that had no dramatic momentum. Pavarotti, however, is not Ivanov.

## Mr Broucek/Coliseum

## Max Loppert

Janacek's *The Adventures of Mr Broucek* is back with the English National Opera five years after its first showing at the Coliseum. The interval was too long. This opera—comedy, satire, fantasy, and historical epic in one, not sustained for long on any of those levels but a magically elliptical and unpredictable voyage through them all—is quite unlike any other, and as given in Colin Graham's production conducted by Charles Mackerras, it here surmounts all possible obstacles to provide an evening of special enchantment. Wonderfully to have it back!

And wonderful that it should be, on the whole, well sung, played and acted; for after all the critical failings of the English opera company, in moving from a quiet suburban evening in Prague through Janacek's slightly incoherent limerick satire on arty pretentiousness back ward to an unfamiliar slice of Czech history are immense. Mr Graham's production and Peter Doherty's sets strike a tone of cartoon-style fancy which does not exclude moments of genuine poetry; the various quick transformations were on Friday not quite free of creaks, yet it was quite clear, by performance end, that the author's vision of the drowsing Broucek before his adventure into the 15th century; John Treleaven's strong tenor made surprisingly little of it.

The "young couple" in each of the two localities, Patricia O'Neill and Alan Woodrow, though neatly in character, are vocally less suitably equipped than their predecessors, and so the opera's streak of romantic warmth is a touch cooled. One of its most peculiarly stirring passages is "the vision of the author" which comes upon the drowsing Broucek before his adventure into the 15th century; John Treleaven's strong tenor made surprisingly little of it.

The last word, once again,

must be with Mackerras and the orchestra, who respond to the nuggety angularities and sudden burst of radiance in the

score with thrilling ease and simple "knack" in his conducting is evident in the flow, colour, and apparently spontaneous vitality of the whole evening (and in the quantity of audible text). Not to be missed.

Alastair Muir

Patricia O'Neill and Gregory Dempsey.

Alastair Muir

## The Police/Wembley Arena and Bucks Fizz/Apollo Victoria

## Antony Thorncroft

Two contrasting but equally acceptable faces of popular music are on display in London this week: the Police are playing for the mainstream rock enthusiast at Wembley while Bucks Fizz is entertaining a more modest audience at the Apollo.

While the actual sounds on stage clash starkly—the Police cover accessible melodies with a macho world weary brutalism while Bucks Fizz package more complex songs with escapist fantasy and lip gloss—both bands are professional and a safe bet. Indeed so safe have the Police become that their concerts are

being sponsored by Guinness, the result no doubt of some merry meetings between their respective marketing men and accountants.

Bucks Fizz are more fun. For a start they have invested in a set of four staidness which fits with the rest of the show, which Cheryl and Jay and Bobbie and Mike (the names say it all) trip. Whether the boys are prettier than the girls is a moot point; they certainly allow the girls, Cheryl and provocative Jay, to dominate them, and hog all the best costume changes. Cheryl is an obvious exhibitionist—she exhibits a lot, while Cheryl is the only one appar-

ently capable of coherent conversation.

But with a really excellent band and songs which, while never shaking off the feeling that they were composed by a continental computer neverthe less contain interesting phrases, ensure that Bucks Fizz put on a lively show. When they strip out of their packaging and do solos of old rock numbers it looks unnatural but the finale of hits and Christmas songs accompanied by tumbling snowflakes finds Bucks Fizz back in their soft-centred heartland.

The Police are now completely dominated by Sting. Wearing an Inca robe (in mock

imitation of Boy George?) he pushes the trio through ninety minutes of mature rock, mixing lyrically ambitious songs like "Spirits in the material world" with the succinctly simple "Every breath you take." The Police are mature musicians who absorb current musical fashions without letting them dictate their style. Sting's powerful personality now puts drummer Stewart Copeland and guitarist Andy Summers in the shade, and, without the aimless solos of past performances, averted rather than amused by their mastery of the transient

pop song.

## Danza Teatro Koros/Rome

## Freda Pitt

It is rare for British choreographers to be on show in Italy and rarer still for it to be performed by an Italian company. Ashton's *La Vale* for La Scala is the only forerunner that comes to mind, since Kenneth MacMillan's *pas de deux* for Elizabeth Tereshkova and Peter Schumacher was made in London.

Now, at a rather more modest level, Derek Deane—the latest choreographer to emerge from the ranks of the Royal Ballet—has created an unpretentious but well-made and interesting piece for a small group called Danza Teatro Koros which has been in existence for under a year but already looks better than most Italian companies.

The Chopin music chosen (for piano and orchestra—on tape) is not so popular as to pre-empt our acceptance unfairly, and the atmosphere is one of establishing relationships rather than romanticism. Whereas in England, Deane has been concerned exclusively with *pas de deux*; this work uses a cast of nine.

The numbers are cleverly alternated, and the dancing flows smoothly except for a reprehensible hiatus when the stage is left empty before the final ensemble. One or two of the complex lifts were to obviously difficult, otherwise the work can be considered an excellent addition to the company's small repertoire.

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## FINANCIAL TIMES

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Friday December 30 1983

# Early warning from Paris

TWO YEARS ago the OECD in Paris produced a report on some joint studies of welfare expenditure in member states and produced a depressing report entitled Crisis in the Welfare State. This line of thinking has roused some quite strong echoes in this country in the now-abandoned study by the Royal Policy Review Staff, and Mr Nigel Lawson's open invitation to a re-examination of the whole of public expenditure. Meanwhile, the studies in Paris have moved on, and to judge from the interim draft reported today, their progress has been reassuring. If the developed countries freeze the share of national income now going to welfare in its broadest sense, we will be able to muddle through for several more decades; even on the gloomiest growth forecasts, only small, niggling cuts in standards will be required.

### Crisis of pensions

Hard-pressed politicians will require little more than an invitation to let the whole embarrassing issue drop again; but this would be a profound mistake. The study — just the kind of thing the OECD does best — makes it clear that this is altogether a third-best solution.

It points out that too much of our present spending is muddled and ineffective — a large administrative effort to take money from taxpayers and give it back to them in another guise, a process characterised as "churning." In addition, some programmes — notably health — have a Topsy-like predisposition to grow, as the supply of new technology creates its own demand, making a standard will be a matter of continuous and politically costly struggle.

Finally, there is an important early warning: the much-heralded demographic crisis of pensions, when the post-war baby bulges reach retiring age, will not set in until about the year 2010; but the future pensioners are already contributors and will expect what they are now paying for unless the terms are changed soon.

In muddling through, we are likely to cut ourselves off quite

early from the full potential of further medical advance, and find it hard to pay for the higher standards of education and especially of vocational training which will be required to create job opportunities in the years to come, and in 25 years or so, we will run into a full-scale financial crisis over pensions. Better management is not an answer that can be called in aid; all concerned are no doubt doing their best, and there is no reason to expect any great leap forward.

The call for efficiency, like the repeated promises to cut out waste, is largely a formula to avoid facing awkward questions.

The questions are indeed awkward. First, as the OECD puts out, there are strong reasons for thinking that the free and universal provision of an education is likely to lead to a misallocation of resources. Market disciplines do help, but is the rationale of prescriptive charges in our own National Health Service, introduced by a Labour government more than 30 years ago to discourage trivial demands.

### Education charges

There is a case for applying this approach much more widely—notably in education where loans or charges for tertiary education might do more than any official interference to ensure that the subjects studied have some vocational relevance, and at no threat to academic freedom. For pensions, the radical question is whether the state has any business providing income-related retirement income at all. There are some smaller, but equallyorny, questions: is the education system becoming ossified, for example because falling school numbers have left the system in the hands of ageing and increasingly out-dated teachers?

Nestles like these are the sort which politicians will skirt with the greatest care; but they must be faced if we are not to subject welfare to endless slow haemorrhage. The OECD study makes a strong case for a national one, looking at our own local problems. Mr Lawson should press his invitation.

# A test for the takeover code

THE CURTAIN will fall on the long-running Eagle Star takeover drama at 4.30 this afternoon, the deadline imposed by the takeover panel. It is still not clear whether the two bidders, Allianz Versicherung and BAT Industries, will be able to arrange a last-minute truce, or whether the affair will go to a sudden-death duel involving sealed envelopes. Either way, it may seem a strange method of deciding the outcome of a near-fatal takeover battle, and of determining the future of one of Britain's largest insurance companies.

In the 15-year history of the panel there has been no comparable case of rival bidders still being locked in combat at the end of the maximum permitted period for takeover offers. No bid can last more than 60 days (and cannot be altered after Day 46). Allianz has repeatedly employed delaying tactics — so that on one occasion an offer had to be dragged out of it by the panel — and the constant speculation in the market has kept the share price above both rival offers so that it has not been possible for either side to resolve the issue in the normal fashion by buying through the Stock Exchange.

### Two-tier structure

Of course, it is highly unusual for a German company to be involved in a competitive bid battle of the kind which normally confined to Britain or the US. Allianz's own original preference was for the kind of association it has made by minority shareholdings and close, traditional relationships which is more typical of continental Europe.

Moreover, the two-tier structure of German companies, involving a supervisory board as well as executive directors, does not make it easy for a company like Allianz to take the quick-fire decisions required in a London or New York competitive bid auction.

These national differences in approach partly explain the repeated requests for more time, more information and more discussions. But it is also true that Allianz has top-flight London advisers in the shape of Morgan Grenfell, and there must be a strong tactical element in its tardiness, bearing in mind that it has been preparing the groundwork for this bid for more than three years. In any case, if Allianz wishes to take advantage of the facilities of London's capital markets to further its plans for expansion, it must expect to follow London's rules. At least Allianz

WO SPECTRES haunted this week's proceedings of the Soviet Communist party central committee plenary session and the Supreme Soviet. The most obvious was that of the absent leader, Mr Yuri Andropov.

The second was the spectre of increased competition from a militarily stronger U.S. and what appears from Moscow to be a coalition of hostile forces made up of Nato, Japan and China which share a common concern over the SS-20 missile, the symbol of excellence of Soviet military might.

This has revived all the old Soviet fears of encirclement. It appears to have converted the Soviet military into a supporter of economic reforms designed to modernise the economy and make it capable of producing the sophisticated electronic weapons needed to compete with the West in the 1980s and beyond.

Traditionally, the combined winter session of the Soviet party and "Parliament" takes place in early November and is devoted to discussing the next year's state budget and economic plan.

This year both meetings were delayed until the last possible moment in the hope that Mr Andropov, who is suffering from kidney and other serious ailments, may not have been seen in public since August 13, would be able to chair both meetings in his capacity as party leader and head of state.

These hopes were dashed, although the promotion of Mr Vitali Voronikov and Mr Mikhail Solomentsev to full voting membership of the Politburo, and KGB chief Viktor Chebrikov to non-voting candidate Politburo membership strengthens the grip of the Andropov faction in the leadership.

It continues the process of weeding out supporters of former leader Leonid Brezhnev, who are represented at the highest levels of Soviet power by Mr Konstantin Chernenko — a process which has gathered pace at the lower and intermediate levels of Soviet power since Mr Andropov took over in November 1982.

Mr Andropov's health has been shaky for years. Even before his promotion he was frequently ill, only to reappear later looking physically frail but with his mental faculties unimpaired.

He can be expected to continue as the titular head of the Soviet Union and exert powerful influence behind the scenes as long as he retains his mental acuity. As yet, there are no discernible signs of a new coalition of forces behind him, and no sign of weakness apparent, to those who are Mr Andropov's main backers and in the powerful institutions which they represent.

The two principal pillars of Mr Andropov's support are Marshal Dmitri Ustinov, the Defence Minister, and Mr Andrei Gromyko, the veteran Foreign Minister.

Mr Andropov emerged as the new leader because his experience as former ambassador and high party official, as well as KGB chief, was felt to give him the kind of wide-ranging internal knowledge of the Soviet Union and its responsibilities as a world power which his main rival, Mr Chernenko, whose career was spent entirely inside the party apparatus, did not have.

The takeover panel can be criticised for being rather too tolerant of foot-dragging by Allianz earlier in the Eagle Star affair. A little more urgency earlier on might have avoided the disadvantages of a potential shoot-out this afternoon. But the panel was right to decide, in the end, not to make exceptions and to enforce the deadline.

To have done otherwise would have been to establish new precedents and add further complications to the letter and practice of the takeover code. Already the code has become too unwieldy. What started in 1983 as a document of around a dozen pages has become swollen, in its present edition, to something like a hundred pages (much of which, admittedly, consists of practical notes on case histories rather than extra general principles or rules).

### Case histories

The proliferation of rules and precedents has gone far enough if the takeover code is to be operated with speed and efficiency. Bidders are already able to exploit technicalities and argue on the basis of case histories, whereas the whole concept of self-regulation in the financial markets is based upon the implementation of the spirit rather than the letter of the rules. In the takeover arena this can work much better than, say, the elaborate legal apparatus of the U.S. Securities and Exchange Commission, which has been left standing by much of the takeover manoeuvring of the past year or two on Wall Street.

Of course, the principle of a minimal framework of rules combined with extensive powers of discretion on the part of the takeover panel has to be applied with great sensitivity. The panel could easily seem to be arbitrary in its decisions. But in practice, this need not be too great a danger so long as there is a clear idea of what the panel is seeking to achieve in terms of the protection of shareholders.

In some ways the battle for control of Eagle Star has caused serious difficulties for the takeover panel. But the responses must be to strengthen its original principles, not to attempt to fine-tune the rule book.



## The Soviet Union

# The spectres that haunt the Party

By Anthony Robinson



Foreign Minister Gromyko (left) and Defence Minister Ustinov: key supporters of Mr Andropov (right)

In the eyes of the men who control the powerful Soviet security, foreign policy and military establishments, Mr Andropov is probably still regarded as the best leader the Soviet Union has in what Mr Andropov himself described on Monday as "a sharply aggravated international situation."

This perception could change rapidly, however. If Mr Andropov's ill-health deteriorates to the point where his mental abilities are also affected. Already his prolonged absence must have sharpened the search for a successor, or successors. Given the relative inexperience of the three main

discipline and efficiency at home.

His attempt to shock, educate and cajole the Soviet people into working harder appears to have had modest success.

It has been accompanied by moves to eliminate bottlenecks in key sectors like transport, power and distribution, and by the promotion of younger, educated technocrats into key positions.

On January 1 a limited experiment will begin in giving greater managerial responsibility to two important industrial ministries and three provincial industrial centres.

This could mark the start of wider reforms of the planning system and price structure.

Looking back, however, Mr Andropov's attempt to squeeze greater efficiency and higher productivity out of the Soviet system originated in the last days of the Brezhnev regime at a crucial meeting involving the Soviet military top brass.

In his meeting with army and navy commanders in the Kremlin on October 27 1982, Mr Brezhnev spoke of a new political, ideological and economic offensive on Socialism" waged by the U.S. and its allies who had also "raised the intensity of their military preparations to a new level."

But whichever individual or group eventually emerges after Mr Andropov will have to enjoy the support of the powerful coalition which backed him. Above all, it seems, they will have to convince the power brokers that they can improve the parlous state of the economy, so as to guarantee continuing Soviet military and political strength.

The twin priorities of Mr Andropov's first year in power are on an attempt to dissociate the military from Pershing missiles in western Europe — which failed — and a new drive to impose greater

potential contenders — Mr Gromyko, 60, Mr Mikhail Gorbachev, 52, and Mr Vitali Voronikov, 57 — the next phase could well be a form of collective leadership similar to that which emerged after the death of Stalin and the ousting of Mr Nikita Khrushchev.

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## PENSION FUND PORTFOLIO MANAGEMENT

# The threat from the computer

By Clive Wolman

THE 2,000 men and women who control a large slice of the nation's wealth from their City offices are facing a threat to their livelihoods, and to the mythology surrounding their profession, from a few pieces of computer software stored 3,000 miles away across the Atlantic.

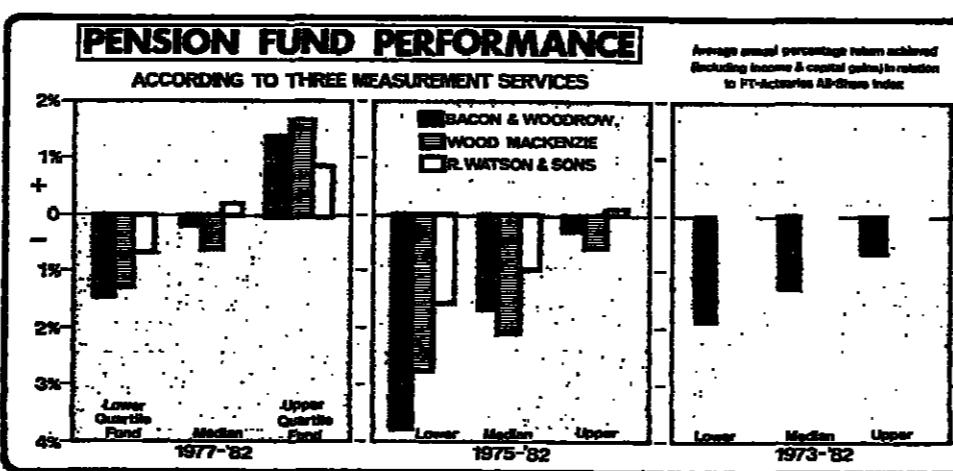
These fund managers, who decide where to invest nearly \$200bn of people's life savings, have always boasted the specialist skills necessary to pick better stocks than the average punter in the street. And for more than 20 years their clients have accepted these claims with little question.

Now, however, computers designed to administer mechanically a portfolio of shares in the largest UK companies are threatening to upstage them. They guarantee a better performance than the average achieved over the last 10 years by the largest group of managers—those controlling the £100bn of UK pension money.

Aided by the forthcoming changes in Stock Exchange rules, these recently-launched computer services will strike at an industry generating an annual income of over £100m for the City merchant banks and other fund management houses.

The computer programmes select a spread of shares which should ensure that a fund's performance will match the movements in the FT-Actuaries All-Share index (see panel). Such funds first came into existence in the U.S. in the mid-1970s. There, the spur was new legislation on passive fund investments; the poor returns from stock market investments and the abolition of minimum stockbroking commissions. This allowed the index-matching funds to carry out the necessary technical adjustments in their portfolios at rock-bottom costs without having to pay for stockbrokers' research. Their value now is about \$40bn.

But in the UK these passively managed funds have been slow to catch on despite constant prodding by the London Business School. One of the major passive managers in the U.S., the California bank, Wells Fargo, returned from London earlier this year, after failing to win any contracts. But in the last six months



The FT-Actuaries All-Share Index, which was started at a base of 100 in 1962, is the most accurate indicator of the fortunes of the UK stock market. It is calculated daily from the price movements of the UK's 750 largest companies, which are represented in proportion to their size.

A fund manager who invests in all 750 companies in

between the funds in the top quartile and those in the bottom quartile is so small that it could possibly be explained by a run of luck rather than by any superior investment skills.

A few fund managers and stockbrokers accept the implications of these results—that it is almost impossible to make consistent, above-average profits out of at least the 250 to 300 largest UK companies whose prospects are thoroughly researched. Many of the smaller stocks may be undervalued, they admit, but their funds cannot buy them in large enough quantities to make the research worthwhile. So they accept that a passively managed, index-matching fund may be the most attractive solution, even if it would put them out of a job.

The term "closet-indexer" has been coined to describe fund managers who secretly run index-matching funds with the aid of a computer, while pretending to their clients that they are sweating night and day over the management of their carefully selected portfolios.

So far no UK fund manager has yet been caught at this game. But many fund managers appear to achieve it more easily than would be possible by actively managing such a diversified fund that it is unlikely to perform very differently from the index.

Barris International, a U.S. investment consultancy firm set up by University of California staff claims that the typical UK pension fund portfolio it has analysed is barely more or less sensitive to any changes in the economy than the FT-All Share Index. Thus if the managers differ at all from their forecasts from the market as a whole, they do not reflect these views in their portfolios.

Such an approach should lead to a performance par with the index. But because the managers incur large dealing

expenses through buying and selling shares in the hope of a profit, the end of the year figure usually shows an under-performance.

Most of the fund managers also have financial incentives to overvalue since part of their charges are made by ill-understood back-door methods which are often linked to dealing commissions. This may make it difficult to manage an index-matching fund unswervingly as the explicit fees will be very low.

Even index funds have to deal sometimes. They have to reinvest dividends, invest inflowing money, take up rights issues and adjust the weightings of shares. For this reason, most indexers prefer to take up a small and more manageable, but representative, sample of the All-Share index, by holding only 100 to 250 stocks.

To select a fully representative sample is to indicate when adjustments have to be made, a sophisticated computer

is the aim of every fund manager investing in UK company shares is to beat the index. Anyone can have a run of bad, or good, luck over one or two years. But in the long run, if the manager fails to beat the index, after allowing for the minimum necessary dealing expenses then he does not deserve his job. A computer would have done just as well.

The same proportions as they

are represented in the index

is guaranteed a performance precisely in line with the index (assuming no dealing costs).

If it goes up by 10 per cent, then so will his

index-matching portfolio.

Mr Matthew Oakshott, who runs Courtland's in-house pension fund, believes that his fund managers can add value to their portfolios by encouraging corporate reconstructions and, in certain cases, take-over bids.

He has been responsible for liquidating two investment funds in the last two years.

"But it is hard work," he says.

"And most fund managers do

not like such a high profile."

For, despite all the potential power they are sometimes accused of accumulating, Britain's fund managers in practice wield very little. Sometimes, they have to decide which way to jump in take-over battles initiated by others. Occasionally, a nudge here and a wink there has shifted management policies, as in the case of the Rank Organisation or John Brown.

But generally they prefer merely to sell their stakes in companies they believe to be badly managed. Their skills lie not in industrial management, they claim, but in portfolio management.

The index-matching computers looming on the horizon, however, undermine that claim. Unless the pension funds become more involved in company management, they may be a diminishing role for them in any form.

programme is necessary. Barras has developed one in Boston, Massachusetts, for the UK market, which is the basis of County Bank's service.

The spread of such funds could lead to a cutback in the company analysts who are already threatened by the forthcoming abolition of minimum stockbroking commissions.

UK blue-chip stocks, however, are currently researched by as many as 30 stockbrokers and perhaps a similar number of fund managers. Most index-fund managers agree that this number could be cut to between six and 12 without harming the efficiency of the UK stock market.

But the promoters of the index-matching funds stress that their managers do not rule out all forms of active fund management.

They accept a role for more aggressive, risk-taking managers running small parts of pension fund money alongside a "core"

index-matching portfolio.

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I came across a "serious exception" to Gresham's law on August 15 1971 when, visiting London from America, I tried to buy a pair of shoes with a dollar traveller's cheque. The salesman was flattered about the shape of my feet and my taste in expensive shoes but he would not hear of payment in dollars. The amount of the devaluation of the dollar were already on the wind. Good sterling drove the bad dollars out of the (for me) memorable transaction.

The smaller the ignorance, the greater the power needed to hold Gresham's law together. In sophisticated Israel, for instance, people keep what is best for themselves. So, he explained: "If there were any disposition to accept coin on faith it was inevitable the bad coins that were offered, the good ones that were retained."

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Evidently one element in Gresham's formulation was missing in Burlington Arcade: the right to accept coin on faith. This prior condition for Gresham's law had been noted before during the hyper-inflation in Germany between the wars. In 1931 Bresciani-Turroni noted in his book the Economics of Inflation that "in monetary conditions characterised by a great distrust in the national currency the principle of Gresham's law is reversed and good money drives out bad."

In light of this striking exception, and given that greed and suspicion must feature on both sides of any transaction, one may wonder whether Gresham's observation really qualifies as a law at all.

Prof Hayek provided the

## Lombard

# When good money drives out bad

By Nicholas Colchester

MANY PEOPLE have heard of Gresham's law, but few are able to explain what it really means. "Bad money drives out good," said Sir Thomas Gresham to Queen Elizabeth in 1558 and today people probably accept the dictum in a spirit of uncritical fatalism—if both can choose which forms of legal tender he offers while the seller has only a minimal ability to judge. So long as the Breton Woods agreement held, the salesmen in Burlington Arcade found it impolite not to accept dollars, but on the day it crumbled, he could afford to become choosy.

Gresham probably took enforceability for granted. The Queen Elizabeth's government was one of despotic power issuing coinage to a people of widespread monetary ignorance. Power versus ignorance: these are the optimum pre-conditions for fraud, tempting both governments and individuals to exploit their means of payment wherever possible.

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## Letters to the Editor

### A lack of really good technical civil servants

From Sir Geoffrey Allen,  
Sir Peter Carey and  
Mr Duncan Davies

Sir—Sir Ronald Mason's study of commissioned research carried out for the Advisory Board of the Research Councils examined the impact of financial stringencies on the allocations of money for basic science made by Whitehall departments. The total cost of research is about £70m out of a total basic science expenditure of about £500m, and a total national expenditure on science and technology of about £5.5bn. It is thus a significant sum, concerned with important technological infrastructure, but a minor proportion of the total. Sir Ronald's observations about the management of basic science merit serious attention, but his proposals for fundamental change in technological staffing in Whitehall are, by contrast, open to strong objection.

The principal duty of technologists in government departments is to participate in policy

making. This is to ensure proper appreciation of the technical needs of the new generation of policy, to set expenditure priorities and which will be helped by the downward extension of the so-called "open structure" recently announced. We in Britain are worse off for these "technological generalists" than are the French, the Germans, or the Japanese; more are needed in the private as well as the public sector.

Sir Ronald's proposals would (a) inhibit the internal development by closing the top jobs and thus repel good people from the technical civil service; (b) demote those brave souls who have already started the reform; (c) weaken the position of having clever scientific research, but would not meet the needs elsewhere unless the people concerned had good experience of management and affairs. Sir Sam Edwards, because of his spell as chairman of the (then) Science Research Council, has some such, but others usually have not. Further, will he always be there when important matters (which often come up at short notice) are discussed?

The need is more likely to be met by giving suitable training and experience to really good technical civil servants which have already been started and which will be helped by the downward extension of the so-called "open structure" recently announced. We in Britain are worse off for these "technological generalists" than are the French, the Germans, or the Japanese; more are needed in the private as well as the public sector.

### Harnessing wave energy

From Mr J. Soper.

Sir.—The article by David Fishlock (December 21) "Britain's analytical approach to renewables" contains several misleading references to wave power. No one should underestimate the formidable problems of harnessing wave energy, but far more progress has been made than one would be led to believe from the article.

Fishlock's reference to

TENDERS MUST BE LODGED AT THE BANK OF ENGLAND, NEW ISSUES (Y), WATLING STREET, LONDON EC4M 8AA NOT LATER THAN 10.00 A.M. ON THURSDAY, 5TH JANUARY 1984, OR AT ANY OF THE BRANCHES OF THE BANK OF ENGLAND OR AT THE GLASGOW AGENCY OF THE BANK OF ENGLAND NOT LATER THAN 3.00 P.M. ON WEDNESDAY, 4TH JANUARY 1984.

### ISSUE BY TENDER OF £300,000,000 2 per cent INDEX LINKED TREASURY STOCK, 1990

#### PAYABLE IN FULL WITH TENDER

INTEREST PAYABLE HALF-YEARLY ON 2ND JANUARY AND 25TH JULY. The Stock is an investment falling within Part II of the First Schedule to the Trustee Investments Act 1961. Application has been made to the Council of the Stock Exchange or the Stock to be admitted to the Official List. THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND are authorised to receive tenders for the above Stock.

3. The principal of and interest on the Stock will be a charge on the National Fund, with recourse to the Consolidated Fund of the United Kingdom, Belfast, and will be transferable, in multiples of one penny, by instrument of stamp duty.

4. The Stock may be redeemed under the provisions of paragraph 14, the Stock will be repaid on 25th January 1990. The value of the principal on repayment will be related, subject to the terms of this prospectus, to the movement during the life of the Stock of the United Kingdom Retail Price Index applicable to that month divided by the Index figure applicable to January 1984.

7. The amount due on repayment per £100 nominal of Stock, will be £100 multiplied by the Index rate applicable to the month of repayment rounded to the nearest figure below, will be empanelled by the Bank of England not later than the business day immediately preceding the date of the last interest payment.

12. Interest will be payable half-yearly on 25th January and 25th July, Income will be deducted from payments of more than £5 per annum. Interest will be deducted from payments of more than £5 per annum.

13. Interest will be payable half-yearly on 2nd January and 25th July, Income will be deducted from payments of more than £5 per annum.

14. The Stock will be registered in the name of the holder of record at the date of issue.

15. Tenders must be lodged at the Bank of England, New Issues (Y), Watling Street, London, EC4M 8AA not later than 10.00 A.M. ON THURSDAY, 5TH JANUARY 1984, or at any of the Branches of the Bank of England, or at the Glasgow Agency of the Bank of England, 25 St. Vincent Place, Glasgow G1 2EP; or at the Bank of Ireland, Moyne House, 15 Moorgate, London EC2R 8AN; or at any office of The Stock Exchange in the United Kingdom.

16. The Stock will be registered in the name of the holder of record at the date of issue.

17. The Stock will be registered in the name of the holder of record at the date of issue.

18. The Stock will be registered in the name of the holder of record at the date of issue.

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# FINANCIAL TIMES

Friday December 30 1983

**BELL'S**  
SCOTCH WHISKY  
**BELL'S**

INDUSTRIAL COUNTRIES MAY HAVE TO CUT BENEFITS

## OECD warns on welfare budgets

BY MAX WILKINSON, ECONOMICS CORRESPONDENT, IN LONDON

THE LEADING industrial countries will face tough political choices about whether to curb the expansion of the welfare state over the next few years, says the Organisation for Economic Co-operation and Development (OECD).

In an unpublished paper that will form the basis for discussion among ministers early in the new year, the Paris-based organisation says that benefits will need to be cut in real terms if welfare spending is to be contained to its present proportion of total output.

Its calculations are based on an analysis of trends in the seven main industrial countries: the U.S., Japan, West Germany, Canada, the UK, France and Italy.

Although it cautions that its conclusions do not necessarily apply to particular services or to individual

countries, the OECD's broad conclusion appears to be close to the UK Treasury's view.

The OECD's conclusions are:

• Given even moderate economic growth, the basic structure of the welfare state need not be threatened;

• Some curbing of the real level of benefits will be required, however, if social spending is to be contained at about 24 per cent of output, the average for 1982. With an "optimistic" 3.7 per cent a year average growth of output in the seven countries, welfare benefits would need to be cut by 0.2 per cent a year. With a less optimistic growth rate of 2.8 per cent a year, the cut in benefits would need to be 0.8 per cent a year;

• Most countries will have to tackle the "inflexibility and inefficiency" of current social pro-

grammes. That includes the widespread distribution of benefits to better-off people in programmes intended primarily for the most needy;

• One of the most immediate pressures on social spending will result from the high unemployment rate of young people, currently about three times the rate for adults;

• In the longer term, the increasing proportion of older people in the populations will put serious strains on the welfare state if its benefits remain broadly unchanged. The problem particularly in relation to pensions, will start to emerge around 2010 and will become "really severe" in about 2030. However, solutions need to be considered now since the whole structure of pensions may come in question.

The report says that in recent

economic crises, some efforts have been made to improve the efficiency of the welfare service. "But the dominant response has been to control welfare spending across the board with little attention being paid to the costs and benefits of altering expenditure patterns on any particular programme."

A more thoroughgoing reform will be needed to enable the welfare state to adapt to the increased demands expected in the 1980s, or to some future economic shock.

The need to curb benefits, even if output continues to rise, reflects the changing pattern of the population and the fact that the real costs of health and education services are likely to increase by about 1 percentage point a year faster than other prices.

Editorial comment, Page 6

## UK insurer buys into French life market

By Eric Short in London

COMMERCIAL Union Assurance Company (CU), one of Britain's largest composite insurance groups, is entering the French life assurance and savings market by acquiring the Paris-based L'Epargne de France for FF 232m (\$37.5m).

Agreement has been reached with the main shareholders of L'Epargne that would give CU control of almost 80 per cent of the company. An offer to acquire the remaining shares will be made.

The Commercial Union is known primarily for its non-life insurance business, where its worldwide premium income last year was £1.8bn (\$1.26bn). But it has a thriving life insurance business with premiums of £370m in 1982.

The main areas of operation for its life business, outside the UK, are the Netherlands, through the acquisition of Delta Lloyd in the 1960s, and in Canada, where business has grown organically. It has small, but active, life operations in Belgium and the U.S. its principal non-life market.

The group's worldwide expansion strategies apply to its life as well as its non-life operations. The proposed French acquisition will complement Commercial Union's non-life operations in France, where non-life premiums in 1982 amounted to FF 178.9m.

L'Epargne operates throughout France, marketing mainly long-term savings products. Mr Cecil Harris, CU's chief executive, intends to develop the life side of the company, using CU's expertise.

The French life market is underdeveloped, accounting for around 1 per cent of gross national product, compared with 3 per cent of GNP for the UK and U.S. life markets.

The proposed acquisition is subject to approval by the French authorities, but CU hopes it will take effect by May 31 next year.

## Israel Cabinet in budget talks

Continued from Page 1

ther cuts in social services. The National Religious Party and Tami oppose the abolition of free high school education. The Tebiba party opposes any freeze or cutback in settlement building.

Even within the Likud bloc, comprised of the Herut and Liberal parties, there are ministers who dissent from the Treasury's approach.

A Herut leader, Mr David Levy, the Deputy Premier, has said he will not support a plan which will deliberately create unemployment.

The Liberal party ministers are also unenthusiastic. Mr Gideon Palti, the Industry Minister, is upset over not being consulted about the proposed cut in the development budget.

## U.S. lender foresees secondary mortgage market in Britain

BY MARGARET HUGHES IN LONDON

A SECONDARY market in mortgages, similar to that in the U.S., is likely to develop in Britain, predicts the chairman and chief executive of the largest U.S. savings and loan association.

Mr Charles Knapp of Financial Corporation of America (FCA), which is opening its first European office in London, said yesterday he had been discussing the development of such a market with leading British building societies, the chief source of private housing finance in the UK.

He said the societies had expressed interest in such a scheme whereby individual mortgages would be packaged together for repurchase and distribution in the market as securities. He hoped FCA would act as a catalyst for establishing such a market "within the next year or two."

Mr Mark Boleat, deputy secretary general of the Building Societies Association, said, however, that he saw little scope for such a secondary market in the U.K. "not because of the lack of scope for such a market in the U.K. itself.

If mortgage business were undertaken across national borders, as is

being discussed on a European level, then there would be a case for a secondary market to match assets and liabilities in a particular currency, he said. Such international mortgage lending was not, however, envisaged in the next few years - "more likely in the next ten."

A secondary market has existed for many years in the U.S. as well as in Canada and France. It resulted from the regulatory limitations on the savings and loan business. Until recently it could not be conducted across state boundaries. In addition mortgage and savings rates were fixed, unlike in the UK where they are charged by the lender and related, so that there is not the same mis-matching of assets and liabilities.

FCA's London representative of vice will be followed next year by representative offices in Zurich, Geneva and Hong Kong. It will raise deposits through the sale of mortgage-backed certificates of deposit.

FCA will offer CDs of varying maturities ranging from 30 days to five years, with an average size of about \$400,000. They will be priced about 25 basis points above those of U.S. secondary banks.

FCA, with assets of more than \$22bn, has been listed on the London Stock Exchange since 1981 and has about 15 per cent of its stock held outside the U.S.

Mr Knapp said yesterday that while the company had "no intention of becoming a commercial bank or moving into the consumer lending field," it might in time offer

"other financial instruments." He would not comment on speculative reports that FCA had been buying up shares in American Express.

Eric Short writes: A recent change in British tax treatment of mortgages was reflected in yesterday's figures on new life assurance policies sold by Standard Life Assurance Company, Scotland's largest life group.

It reported a boom in sales of ordinary life assurance contracts, spearheaded by a four-fold rise in sales of its mortgage-related policies used to repay house mortgages. New annual premium on its UK life business rose 146 per cent to £74.6m (£108m), while single premiums more than doubled to £74.5m.

In April the British Government changed the method of crediting tax relief on mortgage interest. The household now pays interest net of basic rate income tax, rather than paying interest gross and reclaiming the tax.

It is more advantageous in many cases for the household to repay his mortgage by means of a life contract, instead of using the normal repayment method. The life companies, building societies and life insurance intermediaries all conducted a publicity campaign highlighting the advantages of using a life

The campaign paid off for Standard Life. Annual premiums on the mortgage endowments sold by the company in 1983, amounting to £53m, compared with premiums of £12.8m on these contracts in 1982.

## Fall in U.S. index 'reflects stable growth'

Continued from Page 1

Paul Volcker, the Federal Reserve Board chairman, repeated his contention that the size of the budget deficit and the burden of Treasury financing continues to work against a fall in interest rates even though "with nominal interest rates so far above the observed inflation, a natural expectation should be for interest rates to fall."

He hinted, however, that the Fed would not automatically respond to some rise in the current low inflation rate by automatically tightening monetary policy. "Small cyclical effects on prices in 1984" would not necessarily be "inconsistent with extending a trend towards greater price stability over time."

He went on to define "price stability" as "a situation in which expectations of generally rising (or falling) prices over a considerable period are not a pervasive influence on economic and financial behaviour."

He stressed, however, that although the insidious pattern of inflationary expectations has been partly broken, "the job is not complete."

## France's industrial policy under attack

Continued from Page 1

The Talbot affair has now developed into a test case for the Government. In a clear effort to try to defuse the tensions between the administration and the labour movement on the critical problem of unemployment, M Mauroy is working on a new package of measures.

This package is expected to be unveiled early in the new year and is likely to reiterate the principle of a reduction in working hours to protect employment, the extension of measures to facilitate early retirement and other steps to help retain redundant workers.

Although the Talbot affair is holding the headlines, the Government is due to unveil painful restructuring plans for the coal and steel industries, among a series of programmes involving more redundancies in troubled industrial sectors.

John Griffiths in London adds: Talbot UK continues to hold publicly to the view that the Poissy stoppage would have to continue for a considerable time before a shortage of parts affected its manufacturing and assembly operations.

Talbot's Ryton plant, which employs about 3,000 near Coventry, is

dependent on Poissy for some components of its ageing Alpine, Solaris and Horizon models, which have been produced at the rate of about 30,000 a year, but sales of which have been falling sharply.

Its much-valued production at Stoke of Peugeot - formerly Hillman Hunter - kits for Iran is not dependent on French-supplied components. Iran has asked for 85,000 such kits next year, and the revival of the business - after a steep fall in the wake of the Iranian revolution - was the main factor in Talbot UK's making its first net profit for 10 years in the first half of this year.

The uncertainty over Poissy's future, however, has set back negotiations over future investment by the Peugeot group in Talbot UK's manufacturing operations.

Much ground work has been laid

on proposals by Peugeot to invest between £20m (£32.6m) and £50m in Ryton to produce a new family of Talbot models in about two years' time.

But negotiations between Talbot UK and the Department of Industry on aid for the project and a final decision by Peugeot on the investment, clearly are unable to proceed

## Schwab probed after fraud claim

BY WILLIAM HALL IN NEW YORK

CHARLES SCHWAB, the biggest discount brokerage firm in the U.S., which was taken over by BankAmerica earlier this year, faces an investigation of its internal controls. The move arises out of allegations of frauds at one of its branches three years ago.

The examination, by independent auditors, of Schwab's internal audit procedures, will seek to establish whether the firm's 650,000 customers are adequately protected.

The investigation follows a decision by a Securities and Exchange Commission (SEC) administrative law judge yesterday. He ruled that Schwab must refrain from opening

## Pretoria troops raid Swapo base in Angola

By Bernard Simon  
in Johannesburg

The dollar has been taking a long

overdue breather during the past week, as official statistics have pointed to a gradual slowdown in the pace of economic recovery. Yesterday's leading indicators and trade figures for November provided further encouragement for anyone planning to hold long dollar positions over the new year, and the pound gained over a cent to close at \$1.4485. The Bank of England, meanwhile, was keeping busy with a string of low-coupon and index-linked tablets clearly aimed at returning rolling money. The Bank never looks gift horses in the mouth, even at this time of year.

General Viljoen, addressing a press briefing in Pretoria, was at pains to play down the extent of the South African incursion, saying he expected his troops to withdraw in the next week or so.

"It is our intention to vacate Angola as soon as possible," he said, adding that the purpose of the operation was to prevent a large-scale infiltration by Swapo guerrillas into northern Namibia early in the new year.

An estimated 20,000 to 30,000 South African troops are based in Namibia and in southern Angola involved in a low-intensity conflict with Swapo who are fighting for the independence of the South African controlled territory.

Gen Viljoen said South African troops have had daily contacts with Angolan army forces since the incursion began, and at least one skirmish involved Cubans. In addition ground-to-air missile sites attacked by South African aircraft were presumed to be manned by Cubans as well as Swapo forces.

Yesterday's air attack on the Swapo base, described by Gen Viljoen as a "defensive headquarters" located close to the town of Luban, was intended to "disrupt Swapo's ability to control operations during their new offensive."

He said the base appeared to be manned by between 200 and 500 guerrillas but that casualties were probably not heavy because the Swapo forces were mostly in dugouts. Eight South African soldiers have been killed during the present operation and one is missing.

According to Gen Viljoen, the main purpose of the operation is to pre-empt a move by 1,400 Swapo guerrillas north to Namibia from their bases in Angola. South African troops are also searching for mines and weapons caches hidden between the bases and the border and seeking to destroy Swapo's infrastructure - in addition to conducting reconnaissance over a wide area.

Gen Viljoen denied that South African forces had occupied the southern town of Cassinga on the main road to Namibia, but conceded that they had passed through the town. "We have vacated Cassinga."

He made no mention of the United Nations peacekeeping force which has scored several successes in its campaign against Angolan Government in recent months. The Angolans have accused South African troops of crossing the border to help Unita, rather than to attack Swapo.

## Lagos austerity budget plan

Continued from Page 1

to N8.5bn forecast for the present year. In the same period, the current account deficit was cut from N4.9bn to N2.9bn, he said.

However, with export earnings for 1984 forecast at N8.5bn and debt servicing expected to consume N3bn of that, imports in the coming year would have to be restricted to N5bn, allocated only to essential commodities, he said.

He promised that the system of issuing import licenses would be "overhauled" to ensure that only established companies and entrepreneurs obtained them for direct use in their operations. It is expected that new regulations will exclude virtually all imports from the open general licence system.

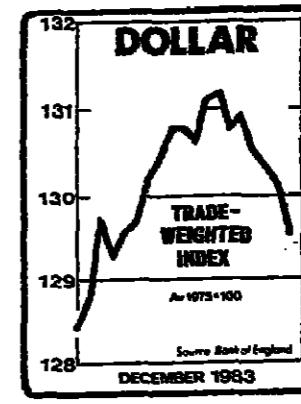
It is understood that the SEC in-

vestigators had wanted the judge to

bans Schwab from opening any more branches until its internal audit procedures and personnel training had been improved.

## THE LEX COLUMN

## Package tours to cloud nine



Source: Bank of England

DECEMBER 1983

Source: Bank of England

DECEMBER 1983

Source: Bank of England

DECEMBER 1983

Source: Bank of England



## SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Friday December 30 1983

### Shaky start for South African computer link

BY BERNARD SIMON IN JOHANNESBURG

ONE OF THE most ambitious projects to be tackled by South African financial institutions has taken a step forward with the signing last week of an agreement between 11 banks and building societies for the setting up of a common system of automated cash dispensers, credit authorisation and point-of-sale facilities.

The move is part of the increasingly competitive electronic banking field in South Africa. The participants in the new scheme, known as Saswitch, plan to commission their first common automated teller machine (ATM) by the end of 1984 and to have 400 ATMs in service by the end of the following year.

The initial investment in Saswitch by the 11 concerns will be R2.5m (\$2.04m) but this will only be for financing the switching mechanism necessary to handle the different computer and software systems being used by the consortium's members. In addition, each ATM will cost R60,000, the point-of-sale machinery will have to be paid for and the cost of harmonising with the common switching system will have to be born by the individual members. In total, expenditure by the group's members could run into tens of millions of rands.

Saswitch includes Barclays National, Nedbank, Trust Bank and the South African Permanent Building Society (one of whose executives pioneered the project).

The very diversity of Saswitch's membership has prompted predictions that it will soon founder in the complexities of marrying 11 companies' computer systems into a single switching network and the divergent views of almost a dozen equal shareholders. One banker describes Saswitch as a "Tower of Babel".

Already, the country's third biggest building society, The Allied, has withdrawn from Saswitch because of the organisation's gradual shift in emphasis from ATMs (the building societies' top priority) to a point-of-sale and credit authorisation network, which is the bank's main concern. One small bank, Bo-land, has come close to pulling out because of the high cost of adapting its equipment to the Saswitch concept.

Saswitch may be outflanked on another front, too. Standard Bank, United Building Society and Volkskas have linked up in a rival group which expects to share ATMs with the next nine months. It will be able to draw on a similar headstart on Saswitch in other ways, too.

Standard is the acknowledged leader in computer systems among South African banks. It has invested over R100m in computer facilities and claims to be the second bank in the world (after Verbrauchsbank in West Germany) to open a fully electronic branch.

While Saswitch's members own a significant headstart on Saswitch in other ways, too.

Saswitch conceded that putting theory into practice will be difficult. The scale and diversity of its switching operation has not been tried anywhere before although it will be able to draw on a similar project at the Boeing aircraft company in Seattle.

One simplifying factor will be that Sasswitch plans to use the South African Post Office's national packet switch network (known as Saponet) as a single interface between participants' terminals. Unlike British banks, it is not trying to standardise the terminals.

### FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for December 29.

U.S. DOLLAR STRAIGHTS	Issued	Ref.	Offer	Change on day	Yield	
Amer. D/S Fin 1984 88	100	84/4	84/4	+1/4	11.53	
Australia Com 11/4 88	100	108/4	108/4	-1/4	9.11	
Australia Com 11/4 89	100	108/4	108/4	-1/4	9.11	
Australia Com 11/4 90	100	108/4	108/4	-1/4	9.11	
Bank of Tokyo 11/4 90	100	84/4	84/4	+1/4	12.25	
Bank of Tokyo 11/4 90	100	84/4	84/4	+1/4	12.25	
British Ctl Hldg 12/3 93	120	85/4	85/4	0	12.25	
Credit Fin 10/4 88	200	85/4	85/4	+1/4	11.47	
Denmark 12/3 88	500	85/4	85/4	+1/4	11.17	
C.G.C.E. 12/4 85	75	85/4	85/4	0	12.17	
C.I.C. 11/3 80	75	82/4	82/4	0	12.17	
Colgate 10/4 89	200	85/4	85/4	+1/4	12.25	
Daimler-Benz 12/3 90	100	85/4	85/4	+1/4	12.25	
Davidson 12/3 88	150	85/4	85/4	+1/4	12.25	
Davidson 12/3 89	50	85/4	85/4	+1/4	12.25	
Danmark Com 12/4 93	100	85/4	85/4	+1/4	12.25	
E.A.F. 11/4 88	100	85/4	85/4	+1/4	12.25	
E.B.I. 11/4 88	75	85/4	85/4	+1/4	12.25	
E.C.C. 11/3 87	350	85/4	85/4	+1/4	11.83	
E.I.B. 10/4 88	200	85/4	85/4	+1/4	12.25	
E.I.B. 11/3 81	125	85/4	85/4	+1/4	12.25	
E.I.L. 11/2 89	200	85/4	85/4	+1/4	12.25	
Emerson 11/4 90	50	85/4	85/4	+1/4	12.25	
Electro-Mec 10/4 90	50	82/4	82/4	0	12.25	
Fiji Tel Fin 10/8 90	100	82/4	82/4	0	12.25	
GMAC O/S Fin 11/8 90	100	80/4	80/4	0	12.25	
Globe Ind 11/4 88	100	85/4	85/4	+1/4	12.25	
Hanjin 11/4 88	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 89	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 90	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 91	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 92	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 93	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 94	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 95	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 96	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 97	75	85/4	85/4	+1/4	12.25	
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Hanjin 11/4 99	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 00	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 01	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 02	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 03	75	85/4	85/4	+1/4	12.25	
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Hanjin 11/4 28	75	85/4	85/4	+1/4	12.25	
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Hanjin 11/4 38	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 39	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 40	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 41	75	85/4	85/4	+1/4	12.25	
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Hanjin 11/4 46	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 47	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 48	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 49	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 50	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 51	75	85/4	85/4	+1/4	12.25	
Hanjin 11/4 52	75	85/4	85/4</td			



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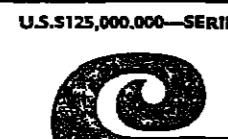
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142	120	Ass. Brit. Ind. Ord.	123	+ 1	6.4	5.2	7.2
158	117	Ass. Brit. Ind. CULS.	135	+ 1	10.0	7.4	21.4
78	62	Baird	72	- 1	6.1	8.1	21.4
21	Armitage B. Rhodes	29	+ 1				
269	981	Bardon Hill	2584d	- 1	7.2	2.7	10.9
52	Berry Technologies	200	- 1				
200	202	CCL Conv. Prof.	200	- 1	8.0	7.5	10.8
151	100	CCL 11pc Conv. Prof.	1434t	- 1	15.7	11.0	14.4
270	100	Cindict Group	100	- 1	17.6	17.6	—
182	72	Debtors Services	52	+ 1	6.0	11.5	45.2
71	71	Dentons	157	- 1	7.6	7.6	12.6
71	71	Frank Horsfall Pr. Ord	87	- 1	8.7	5.1	11.7
83	39	Frederick Parker	29	- 1	7.1	16.2	2.4
93	32	Gardiner Blaikie	33	- 1	6.3	10.0	10.0
100	53	Ind. Precision Castings	50	- 1	7.3	14.6	13.9
126	100	Iota Conv. Prof.	226	- 1	17.1	7.5	17.2
118	111	Jacob & Gough	119	- 1	4.3	3.5	12.2
111	111	Jamieson Brothers	114	- 1	4.9	6.3	13.4
300	275	Minibous Holding NV	300	- 1	4.0	1.3	22.5
260	120	Robert Jenkins	120	- 1	20.0	15.5	13.9
157	76	Schroders	50	- 1	5.7	5.5	10.0
435	385	Torday & Carlile	76	- 1	2.9	3.5	8.1
23	17	Unitek Holdings	435	- 1	1.0	5.8	11.1
90	84	W. Alexander	377	- 1	6.7	6.7	18.2
278	214	W. S. Yates	240	- 1	17.1	7.1	3.7



(Organised under the laws of the United Mexican States)  
Six Month Notes Issued in Series

under a

U.S.\$125,000,000

Note Purchase Facility

Notice is hereby given that the above Series of Notes issued under a Note Purchase Facility Agreement dated October 20, 1981, will carry an Interest Rate of 11% per annum. The Maturity Date of the above Series of Notes will be June 29, 1984.

December 30, 1983  
By: Citibank, N.A. (CSSI Dept.), Issue Agent CITIBANK

## Companies and Markets UK COMPANY NEWS

# Strong all-round growth shown by Standard Life

AN OUTSTANDINGLY successful year for new individual life and pensions business in 1983 is reported by Standard Life Assurance Company, the largest life company in Scotland.

New annual premiums on its UK ordinary life business increased by nearly 150 per cent, from £20.3m to £31.6m, thanks to a boom in the property related policies following the changeover to MIRAS—the system whereby mortgage interest is paid net of basic rate tax.

New annual premiums on mortgage endowment contracts jumped fourfold from £1.6m in 1982 to £5.8m in 1983.

Sales of self-employed pensions contracts continued strong in 1983 with new annual premiums rising 70 per cent to £6.4m and single premium by nearly 50 per cent to £12.5m. However, growth in executive pensions business was more modest.

The other major growth area for new business was in unit-linked contracts where single premiums nearly tripled to £57.7m and annual premiums to £22.7m, while associated single premiums improved from £25.6m to £46.3m.

The company also managed to improve its group life and pensions business in the UK and Ireland, despite the continued impact of the recession on company pensions business. Total premium income increased from £18.6m to £20.6m, a rise of 11 per cent. There were 162 new insured schemes written during the year, compared with 131 in 1982, while there were 25

new clients in the managed business.

Business in Canada showed steady growth in all sectors. New annual premiums on ordinary life business rose from C\$1.1m to C\$5.6m, and single premiums from C\$48.3m to C\$82.2m. Total group life and pension premium improved from C\$25.6m to C\$46.3m.

United Kingdom Provident Institution also experienced a very successful year for new life and pensions business with new annual premiums advancing by more than 50 per cent, from £22.2m to £34.2m, and single premiums by nearly two-thirds to £11.6m.

The main growth area was in the sale of mortgage-related contracts, thanks to MIRAS, where new annual premiums rose three-fold from £1.5m to £5.2m even though UKP was not on any of the special panels of life insurance offered by building societies.

However, the company recorded steady increases in its other individual life business. New annual premiums on its moneybox income and Growth Plans rose from £3.2m to £5.5m, while associated single premiums climbed from £3.2m to £3.5m.

## Eagle Star £934m bid battle reaches climax

The two-month-old £934m bid battle between BAT Industries, the tobacco and retailing group, and West German insurance company, Allianz, for Eagle Star, the UK insurer, comes to a climax today.

The two companies must reveal their final bids by print the afternoon or tomorrow that they have reached agreement on a compromise under which one of the bidders will withdraw.

The two sides began talks on Wednesday aimed at reaching a compromise. BAT's strong card is the approval that the Eagle Star board has given to its bids, while Allianz is in a strong position with its 25 per cent holding.

Allianz first approached Eagle Star late in 1980, seeking to take a substantial minority holding, but was rejected. In June 1981, Allianz staged a dawn raid on Eagle Star, acquiring a 14.9 per cent holding. It raised this to

28.1 per cent a few days later.

On October 19, 1983 Allianz raised its holding to 29.9 per cent and offered 50p per share for the rest of the Eagle Star equity. On November 2 BAT launched a 575p counter offer which was accepted by the Eagle Star board.

BAT announced yesterday that its latest offer of 50p per share had been accepted by the owners of 19.6 per cent of the shares.

BAT already owns a 0.72 per cent holding. This offer, which has been matched by Allianz, has been extended to January 19.

An extraordinary meeting of Eagle Star shareholders yesterday resolved to accept the reduction of Allianz' share capital in the event of the Allianz offer becoming unconditional.

Eagle Star's shares rose 6p yesterday to 71.4p, valuing the company at £937m.

## Reed Stenhouse could not justify raising terms

Reed Stenhouse, the Canadian insurance broker, has written to shareholders in Stenhouse Holdings explaining why its £53m offer will not be increased.

The offer has been extended until January 11. It is currently worth 143p per share and has received sufficient acceptances to lift Reed Stenhouse's holding to 39.5 per cent.

Reed Stenhouse explains that any improvement on the terms could not be justified to its own shareholders who are also required to approve the merger. In any event, an increase in the offer would probably affect the Reed Stenhouse share price which has remained stable since the announcement of the offer. Any fall in the share price would reduce the value of the offer to you as well as adversely affect

the existing Reed Stenhouse shareholders."

The bidder also stresses that accepting Stenhouse Holdings shareholders gain an immediate 35.9 per cent increase in capital value over the price prevailing before the offer was announced, and "it is apparent substantially from the unlocking of the discount between share price and net asset value."

Uncommitted Stenhouse Holdings shareholders are reminded that the terms resulted from "intensive negotiations." Reed Stenhouse was "negotiated to its limit" in setting out the offer in the strong belief, encouraged by the Stenhouse Holdings board, that adding 4p per share to the value of the terms, its offer would be "unanimously recommended."

Mr Reuben F. Richards, chairman and chief executive officer, pointed out that the reduction in offer over the last three months of the year reflected improvements in operating efficiency, rather than increases in prices for the group's various products.

Copper in particular has been a disappointment, especially in the latest quarter, with the price falling back to around 60 cents per pound after the earlier recovery to above 80 cents.

Fertiliser and agricultural chemicals were also a problem, with the performances of the Iowa-based Terra Chemicals representing the biggest single downturn of any of Inspiration's divisions.

The oil and gas operation of Trend International remained in profit, but at lower levels than in the previous year.

The small but increasingly important precious metals subsidiary, Inspiration Mines, was profitable, with the Black Pine silver mine in Montana as the major contributor.

Additional silver properties are being developed, and during the past quarter Inspiration acquired three small zinc mines from New Jersey Zinc.

sources Corporation (Minorco), the principal international investment vehicle of South Africa's Anglo American Corporation/De Beers Consolidated Mines group, said the losses were "clearly unsatisfactory."

There has, however, been some worsening of the position in the latest quarter, with the net loss of U.S.\$22.3m (£16.7m) and a loss not far short of half the total deficit for the nine months.

Losses for the first three-quarters of the year totalled \$51.76m, compared with \$70.46m in the same period of 1982.

Inspiration, which earlier this year became the main operating subsidiary of Minerals and Re-

### MINING NEWS

## Inspiration Resources cuts nine-month deficit

BY GEOFF MILLING-STANLEY

CLOSE ATTENTION to cost control has enabled Inspiration Resources to reduce its net loss for the first nine months of 1983 by more than a third.

There has, however, been some worsening of the position in the latest quarter, with the net loss of U.S.\$22.3m (£16.7m) and a loss not far short of half the total deficit for the nine months.

Losses for the first three-quarters of the year totalled \$51.76m, compared with \$70.46m in the same period of 1982.

Inspiration, which earlier this year became the main operating subsidiary of Minerals and Re-

### BOARD MEETINGS

#### INTERIM — FUTURE DATES

Interim	Future Dates
Dowty	Jan 18
Hewitt Livell	Jan 12
Holt	Jan 4
Pennine Resources	Jan 9
R	

## INTERNATIONAL MARKETS

### WALL STREET

## Twinge of seasonal indigestion

A DIFFICULT, and somewhat confused, trading session emerged on Wall Street yesterday when fundamental investment confidence was upheld by the latest set of U.S. economic indicators but indigestion in the credit markets kept bond prices in check, writes Terry Byland in New York.

The stock market opened with gains in leading stocks after the announcement that the index of leading economic indicators had recorded a fall of 0.4 per cent in November. This was seen as further proof that economic growth is moderating and thus rendering less likely any tightening of Federal Reserve credit policies.

But the early advance was stifled when the Federal funds rate, the key short-term market rate, was forced up to 10% per cent as professional traders struggled to meet the Treasury's funding programme and also balance the books ahead of another prolonged holiday weekend.

When the Federal funds touched 10% per cent, the Federal Reserve took pity on the market's plight and intervened with overnight system repurchases. This brought little change in the credit markets, where the funds rate remained high, but the stock market tried to resume its advance.

The Dow Jones industrial average closed 3.05 down at 1,260.16.

Turnover remained moderate and hopes of piercing the Dow Jones 1,300 barrier early in the new year were subdued.

Stock in Gulf United, the insurance company, topped the active list, easing 3% to \$29% after Charter announced it had sold its 9.9 per cent stake.

Oil stocks proved unable to extend the advance of the previous session as investors realised that the increase in heating oil prices by the majors may have little overall effect on profits. Exxon, among the first to raise prices, slipped 5% to \$37% and similar losses were recorded by Gulf at \$43%, Standard Indiana at \$50% and Atlantic Richfield at \$44%.

But, once again, there was a number of special situations to provide the features of the market. Getty Oil was active again with the price slipping below the \$100 a share offer for 20 per cent of the stock by Pennzoil, suggesting that speculators now consider a rival offer less likely. At \$97%, a fall of 2%, Getty stock stood at an acceptable discount to Pennzoil's terms from the point of view of the arbitrageurs who are warehousing the stock.

Also pushing the Dow Jones transport average ahead were the rail issues, led by Burlington Northern, \$14 up at \$97% and Union Pacific 5% higher at \$51%.

In technology issues, Honeywell, a weak spot on Tuesday despite the board's forecast of higher sales and profits, dipped 3% to \$132 yesterday with investors backing away after reports that a major brokerage house is about to downgrade its rating of the stock.

A feature among steel issues was LTV Corporation, \$14 lower to \$18% on turnover of more than 500,000 shares as investors weighed the chances of a favourable ruling on the proposed merger with Republic Steel.

The credit market was mildly disappointed with the moderate response to Wednesday night's auction of seven year Treasury notes. The key long bond was flat, awaiting the outcome of the auction of 20 year bonds. The long bond ended 2% down at 101% to yield 11.79 per cent. Initial reports from the auction of 20 year bonds indicated a satisfactory outcome.

Treasury bills remained inactive while the Federal funds rate soared. Three-month bills were discounted at 8.95 per cent and six-month bills at 9.14 per cent.

Municipal bonds edged higher but this sector remained disturbed by the U.S. Treasury's refusal to grant tax exempt status to Guam's \$850m bond, which was due to close yesterday. If the issue fails, then some investment cash earmarked for it could be available for other similar issues.

Corporate bonds moved up but turnover remained thin.

### LONDON

## OECD study dampens enthusiasm

THE THREE-WEEK record-breaking Christmas account drew to a quiet close in London yesterday. A continuing sub-standard volume of business again reflected the large number of investors still enjoying extended holidays, while Wall Street's disappointing overnight performance also inhibited interest.

Prices opened easier with sentiment not helped by the OECD economic study suggesting that any official attempts to dampen inflation further are likely to prove incompatible with continuing economic recovery.

By the close, the Financial Times industrial ordinary index was down 3.1 on the day - but still 15.4 up on the account - at 772.5 and 3.7 off last week's record high.

Easier conditions returned to the gilt-edged market after Wednesday's gains that stemmed from revived optimism about lower U.S. interest rates, as operators awaited any possible new funding arrangements from the Government.

Details, page 15, Share Information Service, Pages 16-17.

### EUROPE

## Record run extends to final lap

EUROPEAN BOURSES did what was expected of them yesterday by extending their record breaking run. New peaks were reached in Amsterdam, Frankfurt, Paris and Copenhagen, largely as a result of end-of-year factors, while Milan and Madrid closed higher in quiet trading.

The final day of trading for the year in Amsterdam brought record highs for the third consecutive session in all the main indices. The ANP-CBS general index, calculated at mid-day, rose 0.9 to 152.4, aided in part by the strong performance by Royal Dutch/Shell, F1 3.10 stronger at F1 137.60.

Elsewhere publishing, transport, food and insurance issues improved, while the domestic bond market lagged with most prices unchanged or in a few cases 10 cents to 20 cents higher.

Frankfurt's final session of the year witnessed the FAZ index also calculated at mid-day, gain 0.12 to a record 351.83, although parts of the market later succumbed to profit-taking.

Daimler-Benz finished the year at DM 650.50 ex-dividend, a net 50 pgs lower on the day, but over DM 250 higher than last December. Adjusting for the rights issues, the share price improved by over 80 per cent.

Domestic bonds ended on a firmer note with relatively large turnover.

End-of-year stock purchases, largely to benefit from tax concessions, moved Paris trading to a new high with the all share index, the Index Tendance, some 0.9 up to 167.9.

Buying was partly affected, however, by a fall in the dollar against the franc and a further 1/4 point rise in the call money rate to 12% per cent.

Shipping shares were the only weak spot in Copenhagen which saw the SE index add 1.51 to another all-time peak of 211.85. Insurers were marginally ahead with the trade and services sector scoring the best gains.

A quick reversal of both the previous session's tailspin and initial gloom over higher petrol prices edged Milan higher.

Chemicals were a strong point in Madrid which closed higher in relatively lighter volume.

Bargain hunting in Stockholm left shares mixed in light to moderate trading. Similar trading conditions prevailed in Zurich, lightly mixed at the close, although banks were steady to higher.

Prices in Brussels ended the year lower in a mixed session.

### SOUTH AFRICA

GOLD MINING shares tended generally lower where changed in Johannesburg although trading volume was low.

But in chemicals, AECI added 20 cents to R8 following its announcement earlier this week that it is negotiating to buy from Sentrachem the 40 per cent that it does not already own in the Coalplex polyvinyl-chloride plant. Sentrachem moved up 10 cents to R3.25.

### CANADA

STRENGTH in the gold and oil sectors paced an overall advance in Toronto.

Of the 14 major groupings, declines were seen only in papers, consumer products, industrial products and properties.

A slight overall decline was seen in Montreal. Banks managed a small advance but other sectors weakened.

*This announcement is not an offer to purchase or a solicitation of an offer to sell Shares. The Offer is made solely by the Offer to Purchase dated December 28, 1983 and the related Letter of Transmittal and is not being made to, nor will tenders be accepted from or on behalf of, holders of Shares residing in any jurisdiction in which the making of the Offer or acceptance thereof would not be in compliance with the laws of such jurisdiction.*

### Notice of Offer to Purchase for Cash

### 16,000,000 Shares of Common Stock of

## Getty Oil Company

at

**\$100 Per Share Net**

by

### Holdings Incorporated

a wholly owned subsidiary

of

## Pennzoil Company

**THE WITHDRAWAL DEADLINE IS 12:00 MIDNIGHT, NEW YORK CITY TIME, ON WEDNESDAY, JANUARY 18, 1984. THE OFFER AND THE PRORATION PERIOD WILL EXPIRE AT 12:00 MIDNIGHT, NEW YORK CITY TIME, ON WEDNESDAY, JANUARY 25, 1984, UNLESS EXTENDED.**

Holdings Incorporated, a Delaware corporation (the "Purchaser") and a wholly owned subsidiary of Pennzoil Company, a Delaware corporation ("Pennzoil"), is offering to purchase up to 16,000,000 shares of Common Stock, without par value (the "Shares"), of Getty Oil Company, a Delaware corporation (the "Company"), at \$100 per Share, net to the seller in cash, upon the terms and subject to the conditions set forth in the Offer to Purchase dated December 28, 1983 (the "Offer to Purchase") and in the related Letter of Transmittal (which together constitute the "Offer").

The Offer is not conditioned upon any minimum number of Shares being tendered.

The Purchaser reserves the right to purchase additional Shares pursuant to the Offer, although the Purchaser has no present intention to do so. The purpose of the Offer is for the Purchaser to acquire a substantial equity interest in the Company with a view to participating in a constructive way in the formulation and implementation of a restructuring of the Company.

The Purchaser reserves the right, at any time or from time to time, to extend the period of time during which the Offer is open by giving oral or written notice of such extension to Citibank, N.A. (the "Depository").

The Purchaser will be deemed to have accepted for payment and purchased tendered Shares as, if and when the Purchaser gives oral or written notice to the Depository of its acceptance of the tenders of such Shares. Payment for Shares tendered and purchased pursuant to the Offer will in all cases be made only after timely receipt by the Depository of certificates therefor, a properly completed and duly executed Letter of Transmittal and any other required documents.

If more than 16,000,000 Shares (or any greater number of Shares to be purchased pursuant to the Offer) shall be properly tendered by 12:00 Midnight, New York City time, on Wednesday, January 25, 1984 (the "Expiration Date"), and not withdrawn, the Purchaser, on the terms and subject to the conditions set forth in the Offer, will purchase 16,000,000 Shares (or such greater number of Shares to be purchased pursuant to the Offer) on a pro rata basis (with adjustments to avoid purchases of fractional Shares) according to the number of Shares tendered by each stockholder prior to the Expiration Date. If fewer than 16,000,000 Shares (or any greater number of Shares to be purchased pursuant to the Offer) are properly tendered prior to the Expiration Date and not withdrawn, all Shares so tendered and not withdrawn will, subject to the terms and conditions of the Offer, be purchased.

Tenders of Shares are irrevocable, except that Shares tendered pursuant to the Offer may be withdrawn at any time prior to 12:00 Midnight, New York City time, on Wednesday, January 18, 1984, and, unless theretofore accepted for payment as provided in the Offer, may also be withdrawn after February 26, 1984. In addition, if another bidder (other than the Company) commences a tender or exchange offer for some or all of the Shares and the Purchaser has received notice or otherwise has knowledge of the commencement of such other offer, Shares tendered pursuant to the Offer that have not theretofore been accepted for payment by the Purchaser in accordance with the terms of the Offer may also be withdrawn on the date of, and for 10 business days following, the commencement (other than by public announcement) of such competing offer. To be effective, a written, telegraphic, telex or facsimile transmission notice of withdrawal must be timely received by the Depository and must specify the name of the person having deposited the Shares to be withdrawn, the number of Shares to be withdrawn and the names in which the certificates are registered if different from that of the tendering stockholder. If certificates have been delivered or otherwise identified to the Depository, a tendering stockholder must also submit the serial numbers shown on the particular certificates evidencing the Shares to be withdrawn, and the signatures on the notice of withdrawal must be guaranteed by an Eligible Institution (as defined in the Offer) prior to the physical release of the certificates for the withdrawn Shares.

The information required to be disclosed by paragraph (e)(1)(vii) of rule 14d-6 of the General Rules and Regulations under the Securities Exchange Act of 1934 is contained in the Offer to Purchase and is incorporated herein by reference.

The Purchaser will not pay any fees or commissions to any broker or dealer or any other person (other than the Dealer Manager) for soliciting tenders of Shares pursuant to the Offer.

The Offer to Purchase and the Letter of Transmittal contain important information which should be read before any decision is made with respect to the Offer.

A request is being made to the Company for the use of its stockholders list and security position listings for the purpose of disseminating the Purchaser's Offer to holders of Shares. The Offer to Purchase and the related Letter of Transmittal will be mailed to record holders of Shares and will be furnished to brokers, banks and similar persons whose names appear or whose nominees appear on the stockholder list or, if applicable, who are listed as participants in a clearing agency's security position listing for subsequent transmittal to beneficial owners of Shares.

Requests for copies of the Offer to Purchase and the related Letter of Transmittal may be directed to the Information Agent or the Dealer Manager as set forth below, and copies will be furnished promptly at the Purchaser's expense.

*The Information Agent for the Offer is:*

**D.F. KING & CO., INC.**

One North LaSalle Street  
Chicago, Illinois 60602  
(312) 236-5881 (Collect)

60 Broad Street  
New York, New York 10004  
(212) 269-5550 (Collect)

400 Montgomery Street  
San Francisco, Calif. 94104  
(415) 788-1119 (Collect)

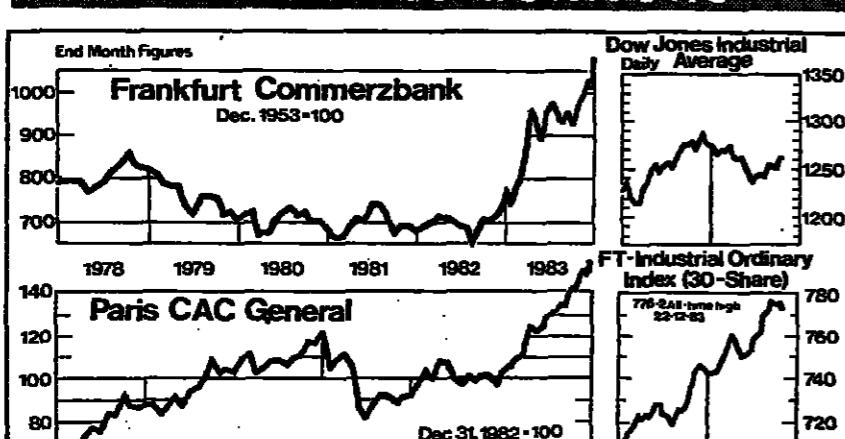
*The Dealer Manager for the Offer is:*

**LAZARD FRÈRES & CO.**

One Rockfeller Plaza  
New York, New York 10020  
Attention: Syndicate Department  
(212) 889-6600 (Collect)

December 28, 1983

### KEY MARKET MONITORS



### STOCK MARKET INDICES

	Dec 29	Previous	Year ago
NEW YORK	1260.16	1263.21	1059.60
DJ Industrials	591.98	588.26	450.60
DJ Utilities	131.79	132.68	119.51
S&P Composist	164.85	164.61	141.24

	Dec 29	Previous	Year ago
TOKYO	closed 989.82	8016.67	
Tokyo SE	closed 731.82	583.72	

	Dec 29	Previous	Year ago
AUSTRALIA	770.1	765.60	485.50
Metal & Mins.	555.1	552.50	409.70

	Dec 29	Previous	Year ago
AUSTRIA	Credit Aktien	56.	

## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

**Continued on Page 13**

## **AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES**

**Continued on Page 1**

## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

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Saler figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual disbursements based on

noted, rates of dividends are annual disbursements based on the latest declaration

a-dividend also extract b-annual rate of dividend plus stock dividend c-liquidating dividend d-called d-new yearly low e-dividend declared or paid in preceding 12 months g-dividend in Canadian funds, subject to 15% non-resident tax i-dividend declared after split-up or stock dividend j-dividend paid this year, omitted, defered, or no action taken at latest dividend meeting k-dividend declared or paid this year an accumulative issue with dividends in arrears l-new issue in the past 52 weeks The high-low range begins with the start of trading m-next day delivery P-price-earnings ratio r-dividend declared or paid in preceding 12 months, plus stock dividend s-stock split Dividends begin with date of split t-sates i-dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date u-new yearly high v-trading halted w-in bankruptcy or receivership or being re-organised under the Bankruptcy Act, or securities assumed by such companies x-when distributed, w-when issued, w-with warrants x-ex-dividend or ex-rights, adis-ex-distribution xw-without warrants y-ex-dividend and sales in full, yld-yield z-sales in full.







## BRITISH FUNDS

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

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100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

High	Low	Stock	Price	+ or -	Int.	Yield	Ref.
100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

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100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
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374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	

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100	99	Met. Inv. Soc. B...	75d	-	6.65	11.12	
374	374	Met. Inv. Soc. B...	37	-	8.37	12.20	







## COMMODITIES AND AGRICULTURE

### Florida oranges face another cold wave

By JOHN EDWARDS, COMMODITIES EDITOR

**FLORIDA** ORANGE-growers faced a new threat last night as another cold wave moved down towards the area and freeze warnings were posted. Another frost on top of the damage already caused by the cold spell over the Christmas holiday could have serious consequences.

However, if the temperature sinks only to between 30 to 50 degrees F., growers, who are "picking like crazy," are hopeful a large proportion of the crop can be saved.

A preliminary survey estimated that about 28 per cent of the crop might be lost as a result of the Christmas frost, when the U.S. Agriculture Department reported that 8 per cent of oranges sampled had ice in them.

Another freeze could mean up to 65 per cent of this crop being lost. There are fears too, that damage to trees could harm the Valencia crop harvested in April-May.

Orange-juice futures rose by the permissible limit, five cents a lb, on the New York market for the third day running yesterday. The March position quickly jumped to 140.55 cents a lb, in restricted trading

because the market opened limit up. Little Florida orange-juice is exported these days. It is sold almost exclusively domestically in the U.S. while the world market is dominated by Brazil though Brazil's production is still not quite as high as Florida's in a normal year.

If, however, the Florida cut forces U.S. prices sufficiently high then Brazil may well be tempted to switch sales to the U.S. market, resulting in a general rise in world prices.

Cacex, the Foreign Trade Department of Banco do Brasil said it would meet exporters next Tuesday to assess the possibilities for increased Brazilian sales of orange-juice to the U.S. to fill any shortfall.

Mr Hans Georg Krauss, president of the Brazilian City Jute Industry Association, told Reuters that Brazil could raise its exports by a further 60,000 tonnes to 80,000 tonnes above the present 520,000-tonne quota for this season.

He noted that if prices rose too sharply this could lead to a sharp decline in demand, especially in Europe which is already suffering the impact of a stronger dollar.

### U.S. grain exports aided

BY NANCY DUNNE IN WASHINGTON

The U.S. Agriculture Department, striving to stem a projected loss in grain markets this year, has received an additional \$1bn (£700m) for credit guarantees, bringing the total value of available guarantees to \$4bn for the fiscal year.

Of the new credit available, the department has allocated \$50m to Brazil to finance wheat purchases. It is expected that further credit guarantees will be granted to Mexico, Bangladesh, The Philippines, Yugoslavia, Chile and Ecuador.

To date, about \$2.35bn in

export credit guarantees have been issued for fiscal 1983. This includes a \$200m blended credit package for wheat sales to Morocco, the first subsidised credit sale to be announced this year.

Brazil has now been granted total U.S. credits guarantees of \$100m for the purchase of 1.02m tonnes of wheat. While U.S. exporters welcomed to the new credit they are grumbling that it is still less than a quarter of the credit granted last year and leaves the door open for better-financed competitors.

### Spot crude holds cold weather price gains

By Ian Hargreaves

SPOT CRUDE oil prices yesterday held most of the gains caused earlier in the week by cold weather in the U.S.

Though Brent North Sea crude's price fell by \$2.90, traders said British National Oil Corporation seemed to be making further progress in its negotiations to hold the Brent crude official price at \$30 in the first quarter.

New York crude futures traded in the \$29 to \$29.90 range, but on the London crude futures exchange one lot only was traded.

© COMMON WHEAT — 50,000 tonnes of it held in UK inventory is to be sold by tender by the UK Intervention Board, from next month.

© WHEAT will shortly join chickens and dates as new exports from Saudi Arabia, the Agriculture Minister said in Damman.

© WHEAT from Pakistan—300,000 tonnes of it was available for export, the Food and Agriculture Minister said.

© RUBBER stocks in the U.S. declined to 345,633 tonnes at end-September, from 368,927 tonnes at end-August and 393,267 tonnes a year earlier, the Rubber Manufacturers Association said in Washington.

© COTTON crop for Pakistan in 1983-84 is estimated at 3.4m bales, down from a 5.2m-barrel target and from 4.8m bales produced in 1982-83, the Agriculture Minister said.

© PEPPER export duties, on white, ground and unground and black, were raised by the Malaysian Government with effect from yesterday. Duty on white ground is now 1,252.43 ringgit per tonne, and unground 712.63. Duty on black is now 284.53 ringgit per tonne.

Falls in production are mainly due to wet weather affecting the central standard varieties — which comprise 60 per cent of El Salvador's out-

### John Cherrington on a prospect of abundance for autumn-sown crop Grain record signals EEC crisis

THE ACREAGE of autumn-sown grain, wheat and barley is doubtless a record though there are as yet no official figures to confirm it.

One can drive for miles in the arable districts and hardly see a fallow, sot is an unplanted field. Moreover, the mild weather has made for exceptional growth.

It is years since I have seen crops at the New Year already hiding the drills, the rows in which the seed is planted. Everything looks set for a record output when the combines start next July.

Of course, there is many a slip between expectation and realisation. The weather could still have some nasty shocks in store, to say nothing of diseases which, mercifully, were not severe last season.

This prospect of abundance, however, it fulfilled across the European Economic Community, will affect almost as many countries as those controlling Community finances as does the milk surplus at the moment.

They have not ignored the present cereal surplus which is already the second most costly item of the agriculture budget. Under its reform proposals the Commission has suggested a

means of reducing this liability, which for 1983 was estimated to amount to 2.25m European Currency Units (£1.395m) or about £10 per tonne of all cereals and rice produced.

Most of this money was spent on intervention buying and export refunds, the system used to support the market.

But these activities are costly in terms of the value of the grain. For example, the export of grain from the UK for the cereal year to last July was 4.79m tonnes and the cost to Feoga, the farm fund, varied through the year from nearly £60 per tonne down to just under £30.

The lower figure indicates the effect that the U.S. payment-linked programme, aided by the drought, had in cutting world prices, so reducing the amounts needed to enable EEC grain to compete in third-country markets.

So far the Commission's ideas for reform are probably only vaguely visual. Their general drift, however, is that somehow or other EEC cereal prices should be allowed to align themselves to those received by cereal-growers overseas. This would allow surpluses to be exported without too much refund expenditure.

What exactly is meant by the

"price received by other cereal growers" is far from clear. Does it mean what U.S. or Australian farmers actually receive at the farm-gate, or the price for deliveries to the Community's entry port before they are charged the Community import levy?

Or is the calculation helped by fluctuations in the value of the U.S. dollar in relation to the European Currency Unit.

The defenders of the present system claim that the world market is an illusion, that commodities traded there are residual supplies. This is utter nonsense.

Farmers in the exporting countries, receiving prices 30 per cent to 50 per cent less than farmers in the Community, had created such a surplus on the world's markets that the U.S. was forced to bring in payment-in-kind to reduce market pressure, but only for one year. What will happen next year, with a good EEC harvest and a normal one in the U.S.?

So far, everyone has been so obsessed with the milk sector that price reductions there in any form have to run the gauntlet of that 60 per cent of Community farmers who are dairymen. Cereal-growers are in a minority and in Britain very unpopular with the general public and many livestock farmers.

Positive action to solve the grain crisis would do the Commission's political credit a bit of good and might save Feoga some real money.

### Indian jute producers seek more subsidies

By P. C. McLeod in Calcutta

THE INDIAN jute industry has reacted with mixed feelings to the announcement that jute imports to the European Economic Community will be free of all quota restrictions from January 1.

Mr R. V. Kanoria, retiring chairman of the Indian Jute Mills Association, feels the existing system of granting quotas to individual producing countries has at least ensured a stipulated quantity of exports while its abolition could encourage unhealthy competition. Banjara and Thailana, with their low costs, could out-compete India unless energetic steps are taken to promote the sale of Indian products with adequate government financial backing.

The threatened jute strike from January 16 could also work against India, since it would be able to guarantee neither delivery nor contractual prices. Rival producers could take advantage of this to establish strong footholds.

The Commerce Ministry and the Jute Commissioners' Organisation, however, both feel the EEC open-door policy should widen the market for Indian jute.

India exported 145,000 tonnes of jute goods to the EEC in 1978-80, more than a third of its total exports that year. This figure, however, has dropped to 51,000 tonnes only in 1982-83 because of competition from other producers.

Jute yarn offers considerable promise for making up some of this lost ground. India is setting up two export-oriented yarn-mills to meet the EEC challenge.

Current high prices and a possible absolute shortage in the first quarter of next year, however, are major threats to any worthwhile export-promotion scheme.

### Coffee harvest threatened in El Salvador

BY TIM COONE IN SAN SALVADOR

HALFWAY THROUGH the harvest, El Salvador's coffee exports are expected to fall by almost 35 per cent from the 1982-83 crop, from 40 quintales last year, according to an official estimate.

The Salvadorean Coffee Institute (INCAFE). (1 quintal = 100 lb).

Falls in production are mainly due to wet weather affecting the central standard varieties — which comprise 60 per cent of El Salvador's out-

put during the inflorescence of the plants and maturing of the beans. This causes lower bean-formation and early falling of the ripe beans respectively.

Another factor is that, however, exports failed to further reduce final production figures by up to 25 per cent. Left-wing guerrillas of the Farabundo Martí National Liberation Front (FMLN) have begun waging a campaign to disrupt coffee-production in Usulutan, the south-eastern province, near the towns of Juchitan and Chinameca. There, about 25 per cent of the country's coffee is grown.

Two large beneficis, where coffee beans are processed for export, have recently been burnt down in the region and the guerrillas are pressuring growers to pay up to 20 per cent higher wages to coffee pickers and also demanding "war taxes" from larger growers.

### Zinc values reach 9½-year high

ZINC VALUES reached the highest levels for 9½ years on the London Metal Exchange yesterday, moving slightly above peaks established last week. The cash price gained £8 to £612.5 per tonne on renewed speculative buying interest.

Lead also gained ground, reflecting suggestions that the cold spell in the U.S. if prolonged, could bring a surge in demand for batteries.

It is claimed the long hot spell in the U.S. in the summer may make batteries particularly susceptible to damage from cold conditions.

A dampening influence, however, was news that Asarcos, the U.S. producer, has obtained a two-week extension of the labour agreement with its lead and zinc workers due to expire on December 31.

This will give more time for negotiators to conclude an agreement without a strike though there is no certainty stoppage will be avoided.

Other metal markets were subdued yesterday. Trading interest was at a new 800-day peak in the New Year holiday period. Aluminium and nickel prices declined, following the stronger trend in sterling, but tin was marginally firmer and copper almost unchanged.

It's happening partly because the local people depend upon the forests for their immediate needs for survival, partly because of demand in the developed world for tropical timbers.

In 1980 the WWF and other authorities published a plan for developing resources without destroying the environment. It needs your help to ensure that it is put into action. Write to WWF for more information. It could be the most important letter you ever write.



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It's happening partly because the local people depend upon the forests for their immediate needs for survival, partly because of demand in the developed world for tropical timbers.

In 1980 the WWF and other authorities published a plan for developing resources without destroying the environment. It needs your help to ensure that it is put into action. Write to WWF for more information. It could be the most important letter you ever write.

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Advertisement prepared by Clegg & Mather

### Pension Fund Investment

The Financial Times proposes to publish a Survey on the above on Tuesday, February 21, 1984. The editorial synopsis, which is now available, includes the following headings:

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For details on advertising in the Survey please contact Nigel Pullman, The Financial Times Ltd., Bracken House, 10 Cannon Street, EC4P 4BY Tel: 01-248 8080 ext. 1070

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Prices fell further, but recovered from the low point, then covering the low point again.

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## MANAGEMENT

EDITED BY CHRISTOPHER LORENZ

# How Volvo fought back in the U.S.

BY TERRY DODSWORTH

**IN THE** mid-1970s, it would have looked like a fairly long shot to gamble on Volvo heading the European car import league in the U.S. this year. The Swedish company had been knocked off balance by the first oil crisis, sales were falling like a stone, and its attempts to adjust its vehicles to the newly conservative-minded market were running into all kinds of problems.

Yet today Volvo is coasting away with the number one position in the U.S., ahead of Mercedes and BMW, and even Fiat, Volkswagen and Renault in terms of the import content of their sales. With the dollar at its present strength it is operating on very healthy margins; and its profits are enabling it to move steadily forward with its long-term strategy of developing a U.S. motor group with as broad a base as the parent back in Sweden.

The architect of this turnaround is Bjorn Ahlstrom, an exuberant, naturalised American who cut his management teeth at IBM in Sweden in the early 1960s—and developed a taste for growth-oriented businesses. "When I joined the IBM organisation in 1960, I was completely losing time," he recalls. "Then came computers, the whole thing exploded and we grew to 3,000. It was absolutely fascinating."

Volvo U.S. has been equally committed to expansion during the past decade, growing from revenues of \$200m in 1973 to \$1.2bn last year. North America now accounts for 20 per cent of group turnover, excluding oil trading, while generating 37 per cent of total large car shipments, 17 per cent of trucks and 80 per cent of worldwide marine engine sales. Over the past five years, the group's U.S. car deliveries, likely to reach almost 90,000 units this year (the car generates another 8,500), have doubled in unit terms and more than doubled in profits.

The decision to move towards a diversified group in the U.S. was made in the early 1970s, says Ahlstrom, with the aim of giving the company the kind of counter-cyclical product base achieved in Sweden. Under this plan profits on the car side were meant to fund diversification into trucks and buses. But the process looked as though it was coming seriously unstuck when the first oil crisis struck. After two decades of steady expansion, car sales plunged from 60,300 in 1975 to 41,000 a year

later. The collapse scuppered Volvo's plan to manufacture cars in the U.S. and raised a question mark over the future. Its immediate cause was the recession. But Ahlstrom readily admits that Volvo's trouble went much deeper than this cyclical market upset. Rapid cost escalation and the weak dollar had driven the company's U.S. prices way out of line, and the system of direct electronic fuel injection that it had pioneered to surmount energy and emission requirements was so inefficient it "drove customers crazy".

The group's position today traces back to the speed of its reaction in the wake of this crisis. In Sweden, Volvo launched into a severe cost cutting programme, bringing its break-even point down sharply.

At the same time, it pushed ahead with a new engineering projects to produce a range of models offering diesel 6 cylinder engines, turbocharging and a host of other extras for the U.S. The result, says Ahlstrom, is a stream of products—some of them unique to the North American market—selling at a relatively "high price, high margin and high profit".

Just as it has in Europe, Volvo has also managed to imprint its distinctive image on the public. Its cars are seen as rugged, reliable, safe, long lasting and above all sensible; a medium size estate, for example, fills a unique slot in the market. With this concept well established, it has been able to follow Mercedes style policy of limiting supply just enough to keep pressure on demand.

Ahlstrom refused to say just how much money the car division is making but he admits that earnings have grown disproportionately faster than sales over the past couple of years and the involuntary hug of a smile when he talks about profits gives the game away. Even so, he recognises that the group owes something of its present position to luck. Detroit's plunge into its massive car downsizing programme at the end of the 1970s predictably led to horrific quality problems which played straight into Volvo's hands and the exceptional strength of the dollar over the past three years has produced hefty and unexpected

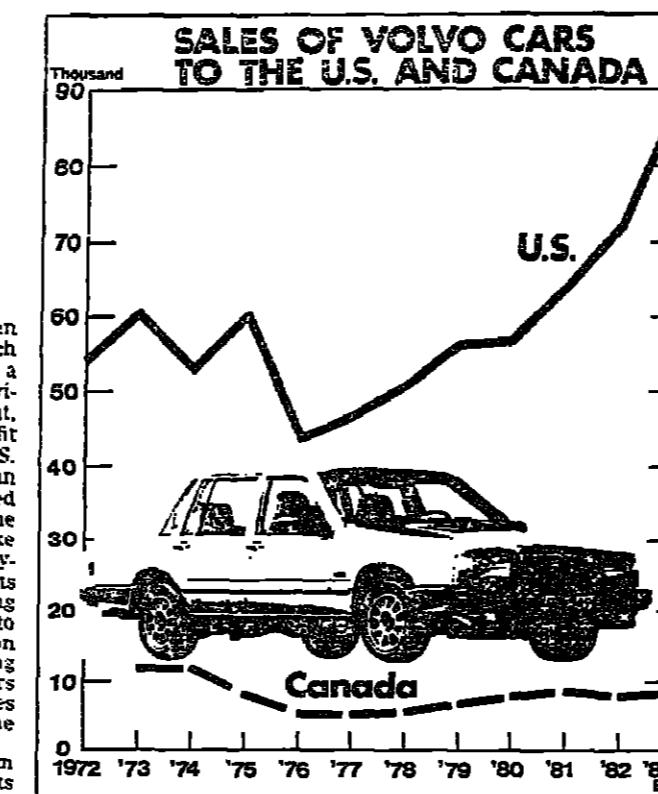
margins. Neither of these factors can be expected to last, which makes the task of building a viable commercial vehicle division all the more urgent. Attracted by the healthy profit margins in the post-war U.S. truck business, Volvo began selling its European-designed vehicles on the east coast in the early 1970s, trying to take advantage of the post-energy crisis fashion for diesels, but its original marketing plan, trying to graft its own ticks on to the Freightliner distribution network through a marketing tie-up, collapsed around its ears two years ago when Mercedes-Benz stepped in and bought the U.S. company.

The loss of Freightliner under its nose—and to its prime European competitor—must have been a bitter blow to Volvo but the Swedish group steered back, swallowed its pride and came to the same conclusion about the U.S. market as both Mercedes and Renault Industrial Vehicles, which was in the process of buying control of Mack, a U.S. truck maker. To make a more lasting impact on American customers, it decided, it would have to manufacture locally.

Thus, after spending 10 years on hammering away doggedly at the resistant U.S. market, Volvo splashed out another \$70m in 1981 to pick up some of the assets of White Motor, a company that was in the hands of a receiver.

It is by no means clear, as yet, that this strategy will work any better than the last. The White acquisition coincided with the most depressed U.S. truck market for 20 years—sales of the Class 8 15-ton and over vehicles slumped to 73,000 units last year against well over 200,000 at the peak. Yet Ahlstrom insists that these highly unprofitable conditions were always allowed for in its plan. "This is something we were totally aware of as part of our investment when we went in," he says. "We did not expect an easy return; it was a way of buying market share."

What Volvo has acquired is a good plant (White went bankrupt because of over-investment at the wrong time), around 200 dealers, sales of about 5,000 units a year, and access to the U.S. manufacturer



that this will be the initial step towards output of around 300 units a year. At a total of 5,000 buses a year, the market is big enough, he believes, to aim ultimately at around 500 vehicles.

Compared with the truck sector, buses are a low risk business. A production line for 500 vehicles demands only limited investment in jigs and fixtures. Thus the commercial vehicle expansion can be quite adequately covered from local funds for the time being, while providing a convenient tax loss shelter for the car division profits, as long as the business continues to generate cash at its present rate. Ahlstrom concludes that the workforce defined as "salaried"—as distinct from piece rates—is the swing factor in the group's favour.

Perks proliferated as companies strove to preserve the differentials of salaried staff in higher tax brackets, and various bonus schemes were tried. These complications sometimes created their own difficulties, nor least because the share of the workforce defined as "salaried" was still below the sum dispensed in cost-of-living increases. The merit money rarely represented more than an annual 2-3 per cent, even when total payables were leaping at rates of 15 per cent and more.

Engines and drive trains for these vehicles, but little else, come from Sweden—indeed, Volvo is launching into carriage-work for the first time in its history. The first \$10m order for 50 articulated vehicles has just been landed in Philadelphia, and Ahlstrom hopes

to have to manufacture locally.

In the bus sector, its tactics have been much more closely determined by the authorities. The market is expected to grow because the Government has set aside \$1bn a year to finance municipal transport. But the bus only receives the aid if they can prove 51 per cent local content in the vehicles. Hence Volvo's decision to turn part of its underemployed Chesapeake factory, originally

built for its abortive car assembly project, over to bus production.

Meanwhile, he has not entirely given up thoughts of car manufacturing in the U.S. Volvo likes to have assembly works close to its market, and the U.S. would be the "logical" place for the next plant if the group ever needs additional capacity.

Today, although total increases are running at rates two-thirds lower, many companies are maintaining the merit money at 2-3 per cent. This "performance pot" is often increased with the money that has been saved by the departure of staff at the top of their salary range and their replacement by

# Incentive re-emerges as a reason for pay rises

Michael Dixon on current trends in rewarding performance

CHANGES ARE afoot in the salary policies of Britain's big companies. Now that inflation and tax on higher incomes have both been cut, employers are going back to the old idea that pay increases should be given as an incentive for personal

recruits at the bottom.

The outcome for individual employees varies from company to company. Helen Muris of Incomes Data Services top pay unit says most policies so far are of the kind exemplified by the Midland Bank which gave a cost-of-living increase of about 5 per cent to everyone and further payments of up to 5 per cent to those chosen for merit rises. But there have been exceptions in the most highly rated performers have received 17 per cent or so and those considered merely competent nothing at all.

In some companies such as American-based computer businesses the merit system is being applied to everyone employed," Ms Muris adds. "But for the most part it is restricted to managers and the equivalent.

## Evaluation must be credible

"It begs a crucial question, of course, which few companies have answered successfully. If you're to give managers different rises in line with their personal merit, then you have to evaluate their performances in a way that's credible to all concerned. It's a very difficult task, but companies won't repel the full benefits of merit-pay systems unless they do it more effectively than it has mostly been done so far."

The same question brings us back to Professor Herzberg. For if the theory of merit rises is to get managers to give of their best, then the best performance of which they are capable, and after to face up to these problems than it was in the mid-1970s.

Rises for individual merit were still awarded. But the money distributed in that form was not all beside the sum dispensed in cost-of-living increases. The merit money rarely represented more than an annual 2-3 per cent, even when total payables were leaping at rates of 15 per cent and more.

To interpret it as saying that it is impossible for money rewards to motivate people to give of their best is utterly mistaken. What it says is that while it is perfectly possible for pay to play its part in getting humans to treat to work well, it is also possible for pay systems usually fail to have that motivating effect.

The reason lies in the way money rewards are given.

Instead of accentuating the positive wish to work, most pay systems merely eliminate the negative wish to avoid working. They operate in effect as mechanisms for bribing people to overcome their apathy and

exert themselves to whatever extent they feel their rewards make worthwhile.

Such systems are epitomised by the kind favoured in the public sector which reward staff for growing a year older and for qualifications gained long ago. But the merely negative eliminating effect can persist even merit-pay procedures when they are seen by the people concerned as saying "if you improve your work over the coming year by this amount, we'll increase your salary by that amount". Once again the staff are liable to respond with only as much extra effort as they feel the proffered bribe is worth.

If by contrast the object is to make managers give of their best and keep to their performance levels in future, then Herzberg's theory suggests that their pay should be awarded not as a bribe, but as recognition of their achievement.

The top management of companies wishing to have a truly motivating merit-pay system are therefore saddled with the perplexing problem of working out a generally acceptable definition of what counts as achievement. The best way of doing so will certainly vary with company culture, but in no case would it seem possible to do it without sounding the opinions of everybody affected.

Having reached the definition, top managements also need to ensure that the merit rises are awarded in line with it.

Now do the problems stop there. As has been pointed out by Peter Brown of Reward and Regional Surveys, whose salary studies have also detected the "swing back" in merit pay, the need to assess subordinates' performances can represent a great opportunity for managers to establish better communications all round. But since people are deeply sensitive about their work, the task of assessing it is akin to walking through a minefield which few managers have the natural ability to do.

Unless the people responsible for assessing are specially trained in the process, then the outcome is liable to be an explosion, and one that will certainly be no less damaging to the company's morale for occurring in the lower levels of the management structure.

## TECHNOLOGY

EDITED BY ALAN CANE

## ALL WEATHER ARTIFICIAL PITCHES CHALLENGE GRASS

BY PETER MARSH

SINCE BIBLICAL times, construction experts have advised against building on foundations of sand. But the reverse of this dictum applies when it comes to designing durable new forms of sports pitches.

Increasingly, sand is featuring in the plans of sports experts who are installing new playing facilities. Where synthetic materials form the playing surface, a bed of sand may lay underneath. This gives the pitch greater resilience so that it more closely resembles natural turf.

Where sports planners do not want to abandon grass, they sometimes prescribe sand as the base on which to sow seed. According to trials over the past few years, special kinds of sand treated with suitable fertilisers can be a good growing medium for grass.

Pitches based on sand, which is porous, drain better than those constructed on soils that are predominantly clay or silt. As a result, sand pitches are less likely to become fields of mud in wet weather.

The construction of good surfaces on which to play sports such as cricket, soccer and hockey is a mixture of civil engineering and agriculture.

In the past few years, Britain has seen increased efforts to engineer better playing areas using both synthetic and natural materials.

Local authorities and other owners of sports pitches, have wanted to gain more use from their playing areas. For instance, they have shared facilities between different groups of people so that playing areas are in use almost continuously.

Artificial pitches suffer less than grass areas from wear and tear. In some sports, soccer and athletics for example, they have been accepted for several years.

In these sports, all that is required is a skid-free playing surface that is flat and dry. Factors such as the degree to which balls bounce or roll are relatively unimportant.

In other activities such as soccer, the resilience of the surface and the way it "feels" to the player may be crucial.

In cricket, also, the bounce of the ball can make an enormous difference to the outcome of a game.



Tom Finney of Preston North End demonstrates the "foot skid" at Stamford Bridge in 1956.

New artificial surfaces could end this slide through the mud.

These factors have spurred designers to improve on the characteristics of synthetic surfaces.

What are called the first generation of artificial pitches simply use a mat or carpet as a material such as polypropylene.

This can be woven or tufted and the pile size and density can vary enormously.

This would be laid on a hard surface of asphalt or tarmac. Such playing areas are common, for example, in indoor sports stadia in the U.S.

The second generation of surfaces have sand sprinkled in the pile to reduce the firmness of the playing area. Queens Park Rangers, the London soccer club, installed such a surface in 1981.

The club is the only member of England's Football League to turn to an artificial playing area but others may follow suit, particularly after a Sports Council study on the optimum characteristics for synthetic pitches finishes in the summer.

Critics have complained about the high bounce of the ball on Queens Park Rangers' pitch. This, they say, makes matches resemble a football version of ping pong.

This is mainly because the club paid insufficient attention

to installing the right kind of base for the pitch. Builders placed the material, a polypropylene carpet called Omniturf, on an extremely hard surface.

In the third and latest generation of synthetic pitches, construction experts dig several centimetres into the ground directly under the synthetic surface.

Mr Peter Dury's system, called the envelope system, is like a Meccano kit in that you can put it together depending on what you need.

The envelope system features in several hundred cricket pitches, most of them in Nottinghamshire. In the past year, Club Surfaces has also installed four soccer pitches and two bowls greens based on this principle.

Local authorities which plan synthetic pitches are turning increasingly to the third-generation system. In most cases, these playing areas are shared between footballers and people involved in other games such as tennis or hockey.

In the past year, according to the Sports Council, local councils have spent about £1m on artificial soccer pitches. The tools are mechanical contraptions that test factors such as bounce, "foot skid" and friction.

number has risen from 18 a year ago to 42. Councils in Birmingham, Manchester and Liverpool have been among the biggest spenders.

A full-sized artificial football pitch gives a total playing surface of 6,000 square metres and costs some £300,000. This is between four and 10 times as much as a pitch made from grass.

The investment may not always be worthwhile, cautions Dr Peter Hayes, director of the Sports Turf Research Institute in Bingley, Yorkshire. He says that while professional soccer clubs do not require their pitches to be played on continuously, a playing area of grass sown on sand may be more suitable. The bill for this will probably be half that for a synthetic pitch.

Chipping, a company in Horsham, Sussex, last year installed an all-sand grass pitch at the ground of Fulham, another football League club in London. The company uses what is called the cell system in which the pitch is split into 16 areas each of which drains independently through a network of pipes.

The pitch requires a sand of particular grain size. It also needs probably more maintenance than ordinary playing areas. This is on account of the need for special fertiliser treatment and watering. But the playing area will wear a lot faster than one built on ordinary soils, according to Chipping.

Artificial pitches for soccer are receiving special attention because so many professional clubs are discussing whether to follow the example of Queens Park Rangers. But they are hesitant over whether synthetic pitches will give the same playing characteristics as the real thing.

To help the clubs make up their minds, two research institutes are developing special tools to test the characteristics of both synthetic and grass soccer surfaces. The organisations are the Sports Turf Research Institute and the Rubber and Plastics Research Association near Telford, in western Japan.

Local authorities which plan synthetic pitches are turning increasingly to the third-generation system. In most cases, these playing areas are shared between footballers and people involved in other games such as tennis or hockey.

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